RESULTS OF FIELD SURVEY TO EVALUATE AN EXPERIMENTAL SET OF OFFICER DUTY MODULES

John D. Sitterson, Jr., et al

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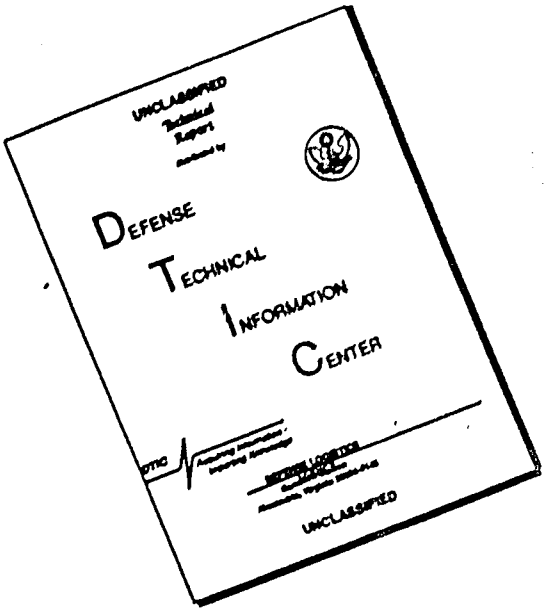

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Field surveys were conducted for the Army to test and evaluate an experimental set of 89 modules as developed by the American Institutes for Research under previous contract DAHC19-73-C-0041 for representative jobs to which Infantry and Quartermaster officers are assigned. Four modules were added during the surveys, raising total to 93. Surveys were conducted using

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officers of three division headquarters, six Infantry battalions, and six Quartermaster companies, plus a variety of supplemental individual surveys as required for test coverage, yielding a total of 518 usable survey returns. The results were analyzed by various means, assisted by automatic data processing and including cluster analysis using the Computerized Occupational Data Analysis Program (CODAP). Card decks for all field data were also delivered to the Army Research Institute for the Behavioral and Social Sciences for further analysis there as desired. The experimental set of duty modules was found generally to be valid in content, truly modular in terms of successful commonality and standardization, and in consonance with actual officer duties and assignment practices in the field. A few modules, although validly based, were not applied by the particular officers surveyed in the field, some had low test frequencies, and some others showed need for minor refinement. However, most of the modules were validated. Ninety-six percent of the officers surveyed stated that their test modules fitted and reasonably described their duties, and clear majorities responded favorably to a number of other questions testing the modules and officer reactions. The duty modules used in this survey, with the addition of new specialized or "branch material" modules as required, would suffice as a basis for further field surveys and evaluations involving officers of other branches of the Army. The report also includes appendices on duty module design and on the relationship of officer duty modules to unit capabilities.

AMERICAN INSTITUTES FOR RESEARCH
WASHINGTON OFFICES
Address: 8555 Sixteenth Street, Silver Spring, Maryland 20910
Telephone: (301) 587-8201

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Col. John D. Sitterson, USA (Ret.)
LTC Joseph O. Wintersteen, USA (Ret.)

Prepared for
U. S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES
Office, Chief of Research and Development
Department of the Army
1300 Wilson Boulevard, Arlington, Virginia 22209

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FOREWORD

J. E. UHLANER
Director, U. S. Army
Research Institute for
the Behavioral and
Social Sciences
Arlington, Virginia

B R I E F

Requirement

The Army Research Institute for the Behavioral and Social Sciences (ARI), by contract with the American Institutes for Research, has been engaged in experimental development and evaluation of a system of "duty modules", to meet the need for a common language to improve communications between personnel resource planners, assignment officers, and manning table designers, and to facilitate integration of common data bank information. "Duty modules" are clusters of tasks that tend to go together organizationally and occupationally, in meaningful ways. Under this contract, the main requirement was to test and evaluate, through field surveys, an experimental set of duty modules developed under previous contract (DAHC-19-73-0042) for certain positions for Infantry and Quartermaster officers.

Procedure

The authors describe in detail the survey and evaluation procedures which were used for 93 experimental duty modules, counting four developed during the survey. Data were obtained and analyzed on the applications of the modules among 518 officers of all grades through Colonel, primarily Infantry and Quartermaster, in parallel positions in three different Army divisions and in a variety of other positions surveyed supplementally.

Findings

The experimental duty modules were found generally to be valid in content, truly modular in terms of successful commonality and standardization, and in consonance with actual duties and assignment practices in the field. The majority of the individual duty modules were validated insofar as practicable with the sample sizes available, and the success of the set as a whole provided strong evidence of the validity of the duty module concept. As appended research products, the authors also provide a guide to duty module design and a paper on the relationship of officer duty modules to unit capabilities.

Utilization of Findings

This report provides a strong basis for proceeding with the further development work needed before the experimental duty module system can be fully implemented. The experimental set of duty modules used in this survey, as applied primarily in positions to which Infantry and Quartermaster officers can be assigned, would, given the addition of new modules as required, also suffice as a basis for further field surveys and evaluations involving officers of other branches. The appended guide for duty module design is available as an aid in the development of other duty modules as required. Also, correlations observed between officer grades and the application of certain duty modules, specifically in the administrative area, would appear to warrant further investigation, especially for possible use in connection with officer efficiency reports.

ACKNOWLEDGMENT

The contract under which this work was conducted (Contract No. DAHC 19-73-C-0042) was monitored by Dr. William H. Helme, Chief, Leadership Performance Technical Area, U. S. Army Research Institute for the Behavioral and Social Sciences. Special thanks are due to Dr. Helme and his staff in their overall guidance and collaboration. In particular, we thank Mr. Francis F. Medland and Dr. Arthur C. Gilbert for their assistance and cooperation in, respectively, the field survey arrangements and the coordination of Army computer services and data processing.

The project team also is deeply appreciative of the fine cooperation of the commanders and project officers of the various Army organizations and units involved in the survey, which are identified in the report, and to the 518 individual officers who contributed their time and efforts in filling out the forms for the survey.

In the American Institutes for Research, this report is the culmination of a coordinated team effort by a group of civilian research scientists, personnel experts, retired U. S. Army officers with pertinent experience and special qualifications, and others. Dr. Robert W. Stephenson, as the initial Principal Investigator, provided overall direction during the planning and field work phases. The work was carried out under the immediate supervision of Colonel Warren P. Davis, U. S. Army (Ret), who served as Project Director. The detailed preparatory plans and coordination for the field surveys were carried out primarily by the authors and Colonel Peter L. Dal Ponte, U. S. Army (Ret), while the undersigned coordinated the processing and analysis of the field survey results and is the principal author of this report. Lieutenant Colonel Joseph O. Wintersteen collaborated in all those efforts and, in particular, planned the ADP aspects, coordinated computer services, and performed the analyses involving the Computerized Occupational Data Analyses Program (CODAP). Mr. John Field provided invaluable assistance in data processing and statistical work. Mr. Harry I. Hadley, a senior research scientist on the AIR staff and author of previous reports on duty modules, contributed counsel on the project and reviewed the final report. The project was completed under the overall direction of Dr. Arthur L. Korotkin, as Principal Investigator during the latter stages.

John D. Sitterson, Jr.

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AN EXPERIMENTAL SET OF OFFICER DUTY MODULES

INTRODUCTION

The Duty Module Concept

The U. S. Army Research Institute for the Behavioral and Social Sciences (ARI), by contract with the American Institutes for Research (AIR), is developing an experimental system to improve communications between personnel resource planners, personnel assignment officers and manning table designers, and to facilitate integration of common data bank information. This new system uses modular work activity descriptions that are based upon clusters of tasks which tend to go together occupationally and organizationally in meaningful ways. The task clusters are to be called "duty modules".

Nature of the Project

This contract project is part of a series of research efforts concerning the design and evaluation of duty modules for U. S. Army officer personnel. This particular project consisted of (a) field surveys to test and evaluate and experimental set of officer "duty modules" (called "job content" modules before tests and validation), as prepared under a previous DA contract (DAHC-19-73-C-0041) primarily for certain positions filled by Infantry and Quartermaster officers, (b) analysis of the data obtained in the field surveys, as appropriate, and (c) preparation of related resource products.

The field surveys were of two different types. First, the organizational part was carried out in three different type divisions (Infantry, Mechanized Infantry, and Airborne), in each of which all officer positions of the division headquarters, two Infantry battalions, and a Quartermaster company were surveyed. It also included three other designated Quartermaster

units concerned with the supply and repair of airdrop and aerial delivery equipment. Second, supplemental surveys were conducted on individual positions as needed to complete the duty module evaluations and produce satisfactory coverage of officer grades across the pertinent functional fields. Additionally, some results from a pre-test phase were included with the supplemental coverage. In all, the surveys produced usable data coverage of 518 officer positions,[1] spread across 13 "position areas"[2] and all officer grades of Colonel and below, primarily in positions filled or fillable by Infantry and Quartermaster officers.

The original set of officer job content modules used initially in the survey numbered 89. Four more were added and used during latter parts of the survey, bringing the total to 93. A list of the 93 modules is provided in Appendix B, "Catalogue List of Job Content Modules (Annotated)". Complete sets of the experimental modules are available in the project files of ARI and AIR, and certain ones used to illustrate the concept and various specific analytical points are included in the appendices to this report.

Background: Further Information Concerning the Duty Module Concept and Related Work

As indicated above, duty modules are clusters of tasks that tend to go together occupationally and organizationally in meaningful ways. To be a useful duty module, each such task cluster must be a distinctive, coherent

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[1] Somewhat higher initial target figures were subsequently reduced in consulatation between the contractor and the Army Research Institute.

[2] The officer "position areas" used herein are shown in Table 1 and correspond generally to the areas used in the job analysis volumes for selected Infantry and Quartermaster officers as produced by AIR under previous DA contracts (DAHC-19-71-C-0004 and DAHC-19-73-C-0041).

and relatively self-contained segment of significant work activity, and generally it should be applicable in a number of different positions. Thus, such task clusters, when properly composed and standardized, become modular in being usable as "plug-in" units for describing work activities in a variety of positions cutting across occupational specialties. The work activity requirements of a position may encompass one or more such duty modules, usually several in the case of officers' jobs. In principle, it should be possible to build and codify an acceptable and useful description of the significant aspects of almost any position's standing work activity requirements by selecting applicable duty modules from an adequate inventory. The modules designed to date and used in this project do not constitute a comprehensive set for the entire Army, but are only a test sample.

In previous contract work, detailed job analyses based on in-depth interviews were done by AIR on some 100 selected jobs held by Infantry officers and 63 held by Quartermaster officers. To complete the preparations for the organizational survey requirements for this current project, some 35 additional positions were analyzed less formally, bringing the total sample to about 200. On the basis of those 200 positions and related research, an experimental set of 89 officer "job content" modules was developed by AIR. The modules were called "job content" modules at that stage, on the basis that field testing and evaluations should be completed before their designation as duty modules.

SURVEY PROCEDURES

Pre-Tests

Pre-tests of the survey instruments and procedures were conducted in the Washington, D.C. area in July 1973, using one group of captains and lieutenants of the 1st Battalion (Reinf), 3rd Infantry ("The Old Guard"), and one group of lieutenant colonels and majors in various positions in Headquarters, Military District of Washington. Arrangements for these pre-tests were made informally. On the basis of the pre-tests, appropriate revisions were made in the survey instruments and procedures. Also, usable survey data were obtained on the officers in the pre-test groups.

Survey Instruments

The basic survey instruments were the duty module survey forms themselves, each not only listing the tasks of that module but also providing for the entry of survey data by individual officers directly on the face of the form. Other survey instruments to be filled out (copies are shown in Appendix C) included a cover sheet for individual identification data and overall factual questions and, for officers in position grade of Captain or above, a supplemental questionnaire for objective multiple-choice reactions concerning the duty module concept. Provision was also made for all officers to register any comments they wished. Also issued to each officer were a Catalogue List of Duty Modules (Annotated)[3] and a Memorandum of

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[3] In the pre-tests, the officers surveyed were issued simple lists of the modules from which to select any desired for examination. It was found desirable to provide an annotated list, giving some explanatory information about the modules, in order to facilitate preliminary selection. The Catalogue List of Duty Modules (Annotated), as provided in Appendix B, was then developed and used in the field surveys after the pre-tests.

Instructions (Appendix C), which explains the survey forms and how they were to be filled out. Usually the officers to be surveyed were also given a short briefing and an opportunity to ask questions.

Procedures for Pre-Packaging and Selection of Duty Modules

For the organizational components of the survey, the officer positions generally were assumed, for initial preparations, to follow standard TO&E organization. Modules for those positions were pre-selected by the AIR staff for initial trial purposes and issued to each officer with his packet of survey instruments and instructions. The AIR pre-selection was done on the basis of the earlier job analyses plus further research of Army organizations and functions. The survey instructions called for each officer surveyed not only to reject any module(s) not applicable but to select any others felt applicable, using the Catalogue List as an aid. In the group organizational surveys, reserve stocks of all the module forms were on hand for immediate issue.

In the supplemental surveys, trial modules for standard-type TO&E positions generally were pre-packaged as for the organizational surveys, and similar procedures followed. However, the majority of the supplemental positions were in tailored TDA organizations,[4] which often precluded much pre-packaging. In these cases, the officers, with the aid of an AIR briefing and the Catalogue List (Annotated), simply called for the modules they wished to examine and then selected, on the spot, modules supplied by the

[4] TDA = Table of Distribution and Allowances, an authorization document unique to one organization, such as a particular depot, service school or installation, as distinct from a Table of Organization and Equipment, standard for units of the same type (such as an Infantry rifle company).

AIR representative. Discussion was sometimes necessary in order to clear up questions. Inevitably, this was more time-consuming than when trial pre-selection and pre-packaging were used, but the final results were considered equally valid in each case.

In a few cases the surveys were done by mail. This procedure was limited to certain officers who had previously been interviewed by AIR representatives in the earlier job analysis surveys and had been briefed on the duty module concept. In these cases, trial modules were prepackaged as for the organizational surveys. The recipients were instructed to indicate any other modules selected from the Catalogue List (Annotated). No additional modules were requested.

Preparatory Coordination and Clearance

Clearance and arrangements for the organizational surveys were requested by ARI letter to CONARC, subject "Research Data Collection Coordination," dated 5 June 1973, and, following CONARC/TRADOC communications with subordinate commands, answered by TRADOC endorsement of 30 June 1973.[5] The latter designated the following commands to provide units for the surveys: XVIII Airborne Corps (using principally the 82nd Airborne Division and other elements at Fort Bragg, North Carolina, but also including the Quartermaster Airdrop Equipment Company of the corps' 101st Airmobile Division at Fort Campbell, Kentucky); 1st Infantry Division (M), Fort Riley,

[5] Referenced correspondence is available in project files of ARI and AIR. To explain the channel changes in this correspondence, it is pointed out that, as part of a major Army reorganization in 1973, the Continental Army Command split into the new Army Forces Command (FORSCOM) and the Training and Doctrine Command (TRADOC).

Kansas; and 9th Infantry Division, Fort Lewis, Washington. Direct communication between the contractor (AIR) and the designated points of contact was authorized. In turn, AIR sent letters (on 18 July 1973) with additional details and information packets to all three designated headquarters. Late changes were resolved by direct informal coordination with the project officers at those headquarters.

With respect to the supplemental surveys, ARI and AIR agreed informally at conference in July 1973 to modify the original supplemental survey concept by reducing the overall supplemental target figures while concentrating more on such supplemental coverage as could be achieved in connection with the organizational surveys. On this basis, arrangements were made for the AIR field representatives to carry out supplemental surveys at each of the three major installations involved in the organizational surveys; these arrangements were made informally through the designated points of contact at the three headquarters concerned.

Considerable further supplemental coverage, besides that at the three organizational survey locations, nevertheless remained necessary for the essential purposes of the project. Inevitably, the nature of the modules and the remaining coverage needed involved a multiplicity of locations and channels. However, it proved possible to arrange informally for the remaining essential coverage.

SURVEY COVERAGE

Organizational Surveys

The units covered in the organizational surveys[6] were:

Fort Riley (survey 10-14 September 1973)

- Hq & Hq Co, 1st Infantry Division (M)
- Two Infantry Battalions (M) (composite, equivalent)
- QM Supply & Service Co, 1st Inf Div (M)

Fort Lewis (survey 14-31 August; follow-up 1-18 October)

- Hq & Hq Co, 9th Infantry Division
- Two Infantry Battalions, 9th Inf Div
- QM Supply & Service Co, 9th Inf Div

Fort Bragg (survey 27-31 August)

- Hq & Hq Co, 82nd Airborne Division
- Two Infantry Battalions (Abn), 82nd Abn Div
- QM Supply Co, 82nd Airborne Div Support Command
- QM Air Equipment (Support Co), 82nd Abn Div Support Command
- QM Airdrop Equipment Repair & Supply Co (non-div) (GS/DS)

Fort Riley (surveyed by mail)

- QM Airdrop Equipment & Support Co, 101st Airborne Division

The organizational surveys were targeted at some 330 officers in 189 different TO&E line positions (listed in Part I of Appendix F), distinguishing among similar positions in each of the three different type

[6] At Forts Riley and Bragg, the surveys were conducted by the same two-man AIR team. At Fort Lewis, the organizational survey work was done principally by a single AIR representative, with some assistance by a second AIR representative.

divisions, in 56 ADP code groups of similar positions (shown in Appendix E). There were some shortfalls, due to officer vacancies and authorized absences, and a few reports which had to be rejected by AIR because of incompleteness, irreconcilable errors, or internal inconsistency.

Net usable coverage of 294 officers was obtained from the organizational surveys, as shown in Table 1. The table shows the grade distribution of these officers, and also those covered in the supplemental surveys, as further distributed across 13 major position grouping areas.

Supplemental Surveys

Supplemental surveys were made as determined necessary to obtain adequate coverage after considering actual and projected results of the organizational surveys, plotted on a matrix grid with officer grades on one axis and the 13 major position grouping areas on the other, as in Table 1. Supplemental surveys were then scheduled at Forts Riley, Lewis, and Bragg (including the John F. Kennedy Center for Military Assistance and its included schools and units) in conjunction with the organizational surveys; and opportunity was taken while AIR representatives were in the Fort Lewis area to conduct other surveys in that vicinity. These included reserve component advisors and several nearby university ROTC groups. Extensive further supplemental survey efforts by traveling AIR representatives included coverage of officers at Carlisle Barracks, Dickinson College (Department of Military Science), Defense Depot—Mechanicsburg, Davison Army Airfield, Fort Lee, Fort Benning, the DA Military Personnel Center in Alexandria, Virginia, and reserve component advisor groups in Pennsylvania and Maryland. A few additional surveys of various officers in widespread individual positions were accomplished by mail.

Table 1. Distribution of Officer Coverage in Duty Module Survey by Grade and Duty Position Areas

Area[a]	Officer Grade (Authorized) Organizational Survey						Supplemental and Pre-Test						
	0-6	0-5	0-4	0-3	0-2,1	WO[b]	0-6	0-5	0-4	0-3	0-2,1	WO[b]	Total
I-Tactical Command (Incl. Platoon Leaders)	2	6	6	26	95	--	1	1	1	4	5	--	147
II-Personnel	--	2	3	9	--	--	--	5	5	2	--	--	26
III-Intelligence	--	3	8	8	--	--	--	--	1	1	--	--	21
IV-Tactical Opns. Plans & Trng.	--	1	16	9	2	--	--	1	2	2	1	--	34
V & VIII-Supply & Gen. Logistics (Excluding XII)	--	2	6	10	5	--	3	6	6	4	--	--	42
VI-Instructor, Educator, Advisor	--	--	--	--	--	--	7	11	32	28	2	--	80
VII-Administration	--	2	6	4	6	--	1	2	5	7	--	--	33
VIII-Aviation	--	1	--	--	--	--	--	3	9	10	1	--	24
IX-Civil Affairs & PSYOPS	--	3	--	--	--	--	2	2	3	--	--	--	10
X-Research and Development	--	--	--	--	--	--	--	10	10	2	--	--	22
XII-Combat Support Units (Logistical)	--	--	--	6	18	9	2	1	1	2	--	1	40
XIV-Personal Services (Logistical)	--	--	--	--	--	--	--	2	3	1	--	--	6
XI-Other Jobs (IG, Sig, etc.)	--	--	1	12	8	--	1	5	5	1	--	--	33
Total	2	20	46	84	134	9	17	49	83	64	9	1	518

[a]The roman numerals of the duty position areas correspond to those used in the job analysis volumes for Infantry and Quartermaster officers, respectively, as prepared by AIR under previous DA contracts.

[b]Warrant officer positions were not surveyed except certain positions in Area XII, Combat Support Units (Logistical).

In all, the supplemental surveys plus the pre-tests yielded 224 more sets of usable data on 181 different positions, including five duplicating positions in the organizational survey, as listed in Parts II and III of Appendix F. The 176 additional positions can be grouped into 46 code groups of similar positions, as their listing shows. (See Appendix E for the position group designations.)

Branch Coverage and Related Considerations

Table 2 shows the branch coverage of the usable survey results. As further detailed in the table, the data cover 404 positions filled or assumed filled by Infantry officers, 75 filled or assumed filled by Quartermaster officers, and 39 warrant officers and others included for special reasons. Some of the special considerations involved in Table 2 are explained below.

As listed in Appendix F and summarized in Table 2, 160 of the officers surveyed were in "branch immaterial" positions. This figure includes not only the positions actually classified "branch immaterial" by TO&E; it also includes others shown in TDA as one branch or another, largely for branch allocation purposes, but actually "branch immaterial" in substance and practice and so categorized by the AIR project. Such "branch immaterial" positions could be open to either Infantry or Quartermaster officers having the right grade and MOS qualifications, as well as to such officers of other branches. Although such positions may be "branch immaterial," the actual incumbents are not, since any given incumbent must come from one branch or another. Therefore, solely for the purposes of certain analyses in this project, 134 of the "branch immaterial" positions were allocated

Table 2. Recapitulation by Branch of Officers Surveyed (Usable Reports)

	Organizational Surveys	Supplemental Surveys	Pre-Tests	Total
INFANTRY OFFICERS (Actual or Ass ed)	252	141	11	404
Infantry officers in Infantry positions	(162)	(48)	(6)	(216)
In "Branch Immaterial" positions	(47)	(83)	(4)	(134)
In "Arms Material" (combat arms) positions	(37)	(8)	(1)	(46)
In MI positions in Inf units or Div staffs	(6)	(2)		(8)
QUARTERMASTER OFFICERS (Actual or Assumed)	25	49	1	75
QM officers in QM positions	(25)	(24)		(49)
In "Branch Immaterial" positions		(25)	(1)	(26)
WARRANT OFFICERS	9	1		10
OTHERS (AGC, Sig, etc.) (In positions not open to Inf or QM)	8	20	1	29
TOTALS	294	211	13	518

to Infantry and, similarly, 26 positions were allocated to Quartermaster. All such "branch immaterial" positions and their branch allocations are individually identified in the lists in Appendix F.

As listed in Appendix F and summarized in Table 2, 46 of the positions surveyed were designated in the authorizational tables as "Arms Material" (AM), requiring any one of the combat arms. All such AM positions are assumed to be Infantry for the purposes of this project.

Also, as listed in Appendix F and summarized in Table 2, eight of the positions surveyed were designated as "Military Intelligence" (MI) in the authorized tables. Seven positions occurred in the intelligence sections of the division and brigade staffs, where in practice such positions are shared between MI and combat arms officers. The other one was a tactical intelligence instructor at the Infantry School, in one of several such positions shared between MI and Infantry. Therefore, solely for the purposes of this project, all ten of these MI positions were considered fillable by Infantry officers and so designated.

Several commissioned officer positions in the survey were temporarily being filled by warrant officers. They were counted and treated like other officer positions in the survey, since authorized grade rather than actual grade governed in all cases. However, the survey also included ten warrant officers in warrant officer positions, whose inclusion may need explanation. All ten were in combat support units. Nine were in the Quartermaster companies designated for the organizational survey, and were included because of their relatively important roles in their units and the projected need to consider them in subsequent comparisons of unit

capabilities and the duty modules of the unit officers. The other one was included to obtain needed additional test coverage of a low-density module applicable also to commissioned officers. The data from these warrant officers were used in the duty module content analysis and evaluation but excluded from the analyses concerned with the applicability of modules to commissioned officer positions and groupings.

After all the foregoing categories had been resolved, there remained 29 officers of other branches who turned up in the survey in positions not considered fillable by Infantry or Quartermaster officers. Some of these were Adjutant General and Signal Corps officers who were part of the TO&E units required to be surveyed under the terms of the contract. Others could not be clearly defined as not fillable by Infantry or Quartermaster until they were surveyed. The survey data obtained from such officers have been retained as useful for testing and validation of the duty modules but, as in the case of the warrant officers, were excluded from the analyses concerned with the applicability of modules to Infantry and Quartermaster commissioned officer positions and groupings.

Combat/Garrison Distinctions

In the survey, a distinction was made between duty module applications in (a) actual or simulated combat operations and support, and those in (b) garrison and other than (a). All officers in the organizational survey units, all of which are deployable tactical units, would have combat module applications when deployed as well as their garrison duties when not tactically deployed. However, 144 of the officers in the supplementary survey were in non-deployable positions with no combat module applications, thereby reducing the combat samples by that number.

A breakout of the officers according t the garrison/combat distinction is provided in Table 3.

Table 3. Comparison of Garrison and Combat Positions

	Total with garrison functions	Combat duties when deployed	Garrison duties only
Infantry Officers (actual or assumed)	404	315	89
Quartermaster Officers (actual or assumed)	75	35	40
Warrant Officers	10	10	--
Others	29	14	15
Totals	518	374	144
Organizational Survey	(294)	(294)	--
Supplemental Survey (including pre-tests)	(224)	(80)	(144)

ANALYSIS OF RESULTS

General Approaches and Processes of Analysis

The analysis of the results from the officer duty module field surveys involved a number of analytical techniques and steps. The analysis made use of computers and automatic data processing of statistical data as well as some manual processing of other information. In this regard, complete sets of data cards in which the survey data were encoded were furnished to the Army Research Institute for the Behavioral and Social Sciences for use in further factor analysis by ARI in addition to the analyses done by AIR.

The AIR analysis aimed first at determining the general adequacy and fit of the module sets in describing the officers' duties. This pertains to the first criterion for duty modules, that of accuracy and adequacy in describing duties, and also is part of the test process of verifying that the modules conform to actual assignment practices in the field.

Next, attention is turned to the individual modules and the tasks included therein. The frequency of application of each module was counted. Then, in the validation process, a composite profile of the task applications for each module has been constructed and examined, and also computerized cluster analyses have been made to determine correlations between the modules and assignment clusters. Comments on module content from the officers surveyed were also studied and taken into account. As a result of all these processes, each module sufficiently tested is validated, or problem areas identified and addressed for module revision. Modules with low or zero frequencies in this survey are also reviewed and need for further testing determined.

The specific analytical processes and results are described below and in the supporting appendices.

Adequacy and Fit of Module Sets in Describing Positions

In evaluating the experimental duty modules, the cover sheet of each individual officer's survey form asked him certain questions concerning the adequacy and fit of the modules in describing his position. The results of this portion of the survey are given below.

General adequacy and fit of modules.--Of 518 officers responding to Question 3, 497 or 96% responded that his duty module forms did fit his position (primary duty assignment) and reasonably described the essentials of the duties indicated.

Percentage of time covered by module sets.--Question 4 of the cover sheet dealt with the question of the percentage of total working time accounted for by each officer's set of duty modules. In consideration of the results, two background points should be noted:

- First, the optimum coverage of an officer's working time by duty modules, at least in garrison, would not be 100% or nearly 100% but considerably less. It is suggested that 80-90% garrison coverage, i.e., 80% or better, be viewed, at least tentatively, as indicative of satisfactory garrison coverage, with combat duty coverage expected to be somewhat higher. The rationale is that the modules focus on primary and continuing duty assignments and intentionally ignore miscellaneous minor activities that inevitably occur and take considerable time. To cover such minor activities, with all their local and individual variations and

details that are not significant in personnel resource development and primary assignments, would violate the whole concept of standardized modules with common applicability. In typical cases in the survey, the differences between the time coverage shown and 100% represent mainly the kinds of minor activities intentionally excluded from the modules.

- As a second background point concerning times, many of the officers surveyed simply did not like to account for their time by modules, and professed difficulty in doing so. Estimating time for different modules in combat conditions was understandably difficult, due to situational variations and unknowns, and especially difficult for those young lieutenants with little or no actual combat experience. On the other hand, some officers entered total time coverages as 100%, indicating their high satisfaction with the coverage, whereas we know that, in garrison at least, a really accurate figure probably would be somewhat less. Moreover, time totals shown on the cover sheet did not always agree with the sum of the times on individual duty module forms, although follow-up efforts were made to reconcile major discrepancies.

Given the circumstances, the times shown on the forms and recorded in the resulting data should not be viewed as precise but only as orders of magnitude.

Question 4 on the Officer Duty Module Survey cover sheets was as follows: "What estimated portion of your total working time is accounted for by your attached duty modules?"

"a. In actual or simulated combat operations and support?"

"b. In garrison and other than 'a'?"

The raw, unadjusted responses to Question 4 were distributed as follows:

	Percentage of Officers (Cumulative)	
Time	a. Combat	b. Garrison
90% or higher	68%	70%
80% or higher	88	88
70% or higher	94	93
60% or higher	96	95
50% or higher	97	97
49% or lower	3%	3%

If 80% time coverage is used as a criterion, it will be noted that this was achieved for:

- 88% of officers in combat-type situations
- 88% of officers in garrison-type situations

In this analysis, however, adjustment is needed to take into account the fact that modules O-A-10 and O-A-11 were not available in organizational surveys of the 9th and 82d Divisions, where there was a repeated demand for such modules among the numerous company grade officers and a corresponding shortfall in their time coverages. This problem was resolved before the survey of the 1st Division by adding these two modules, and the remaining figures ran correspondingly higher, with every indication that a resurvey of the other divisions with A-10 and A-11 added would have produced similarly higher results.

If the company officers of the 9th and 82d Divisions are excluded, the responses of the remaining officers to Question 4 are distributed as follows:

Time	Percentage of Officers (Cumulative) a. Combat	b. Garrison
90% or higher	72%	78%
80% or higher	90	94
70% or higher	95	97
60% or higher	96	98
50% or higher	97	99
49% or lower	3%	1%

From the time coverage data as adjusted above, it is seen that the 80% criterion was achieved for:

- 90% of officers in combat-type situations
- 94% of officers in garrison-type situations

It will be noted that these adjusted figures show improvement over the preceding raw data, as expected. Importantly, these figures show high success rates for module coverage on the basis of time. Further, detailed examination of all individual officer cases with low times reveals that almost invariably there were some special reasons--usually officers, e.g., Liaison Officers, performing duties in garrison other than their TOE position duties and failing to take the trouble to call for the right modules to cover those other duties.

Sufficiency of Modules.--Question 5 of the cover sheet asked: "Besides the Duty Modules attached, do you still need other Duty Modules to cover the significant duties of your position (primary assignment)?"

Of 518 officers responding, 445 or 86% marked "No, the attached Duty Modules suffice." Conversely, 73 or 14% marked that they needed additional modules, the nature of which they were asked to indicate. Of those marking that they needed more modules, the majority were the

company officers in the 9th and 82d Divisions, who needed modules like O-A-10 and O-A-11 before those two were developed. As in Question 4, significantly better results were achieved in the 1st Division, where O-A-10 and O-A-11 were available. Also, some other modules marked as needed were already available. Adjustment for these factors would raise the overall sufficiency percentage significantly, to well over 90%, in line with the responses to Questions 3 and 4. As for the remainder, some of the indicated needs for more modules were marked by officers thinking of miscellaneous minor duties which may have seemed important to them but were intentionally excluded from module design in the interests of commonality and standardization. The times involved generally would be very small, as seen from the Question 4 responses. On the other hand, each specific suggestion for additional modules was reviewed on its merits, and it was precisely that process which led to the production of O-A-10 and O-A-11 and two additional modules (O-C-5 and O-K-3) during the course of the survey.

Module Coverage and Frequency of Application

Of the 93 job content modules in the survey, 84 were found applicable to officers among the 518 yielding usable survey data. These officers recorded a total of 2,188 module applications--thus showing an actual average of approximately four per officer, which corresponded to expectations.

The frequency of application of each module in the survey, by officer grade and total, is tabularized in Appendix G. The frequency count also equates to the times the content of each module was tested. The

frequency count of the modules found applicable at all varied from one to 265, with an average of 20.6 applications per module and a mean of approximately 10. The 50% of the modules having below 10 applications are those of a specialized nature and inherently of low density applications, as contrasted to the more generalized modules cutting across a relatively large number of positions. In this connection, it is seen that high application counts occur especially--however, not exclusively--in the group of modules titled Command Management, General Management and Administration (Group A).

The seven modules of highest actual applications in this survey, which is somewhat heavy in troop units compared to the total Army officer population, are seen to be as follows, in sequence of priority:

			Applications Among 518 Officers
(1)	O-A-2	Performs general administration	265
(2)	O-E-1	Trains troops and/or civilian employees in units and activities	241
(3)	O-A-5	Supervises a staff section, detachment or office	136
(4)	O-X-2	Participates in airborne operations as a parachutist	115
(5)	O-A-1	Performs unit administration	112
(6)	O-X-1	Participates individually and directly in ground combat	111
(7)	O-U-1	Directs and controls tactical employment of unit	92

To the above, the following two modules surely would have been added if they had been available throughout the survey:

O-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems	54 Actual 150+ Adjusted, estimated

O-A-11	Supervises troop appearance and care and maintenance of materiel and facilities in unit	47 Actual 143+ Adjusted, estimated

Regarding modules O-A-1 and O-A-2 (see the Annotated Catalogue List), it is pointed out that they are designed to cover, and distinguish between, two different, widely prevalent types of administration, with the thought that one or the other, but not both, would be applicable to most officers in the Army above the level of platoon leader. This thought was borne out by the actual applications, since the combined total of O-A-1 and O-A-2 was 377, above 70% of the 518 officer total. If the platoon leaders and comparable types are excluded, then the combined total of O-A-1 and O-A-2 climbs to around 80% of the remaining officers.

Also of special note is O-X-2. By definition, it corresponds to the MOS prefix "7" indicative of parachutist duty. Thus, as expected, it was found applicable to 100% of the officers in authorized "jump" positions in airborne units (notably the 82d Airborne Division) and a few other "jump" positions in other organizations.

Validation of Task Content of Modules

As a major step in the validation process, a composite profile of each module's task applications was constructed from computerized data, covering all applications marked by all officers taking the module. Some sample composite modules from the total of 93 are provided in Appendix H, and a complete set is available in the AIR project files. As the samples show, each module form shows the number of times each module was selected, the percentage of that number that each task was marked applicable, and the distribution of each task's manner of application among

the five application columns (direct, supervise, do and supervise, do, and assist). The processing steps were as follows:

(1) Tasks with low or zero applications were identified and examined to determine if the task should be deleted or reworded.

(2) The distribution pattern of each task's application was examined to identify any that varied significantly from the others and then to try to determine why. This latter process was used to determine any need for rewording tasks, not just for accuracy but for consistency in frame of reference. For example, the task statements shall be worded as something officers normally do, without regard to the application columns, leaving it to those columns to determine more exactly each officer's individual relationship to the task. Thus, a task statement not following that principle will stick out in this pattern analysis, signaling need for attention and possible revision.

(3) Any comments on a module's heading and content that were collected during the field survey were considered, along with any other need for amendment not otherwise covered, such as a change in terminology.

(4) The modules with low or zero applications were reviewed by several highly experienced retired Army officers serving either on the AIR project team or as consultants.

(5) The results of the computerized cluster analysis (CODAP), as discussed further below, were also taken into account.

(6) As a result of all the foregoing, each module was annotated as validated, as needing certain changes, or as particularly needing further testing. Complete validation must await further field testing on a wide occupational sample. Meanwhile, a current copy of record of each module is available in the project files.

Grouping of Similar Positions by Module Applications and Time (CODAP)

The Computerized Occupational Data Analysis Program (CODAP), which is being used by elements of the Department of Defense for occupational and job analysis, was one of the analytical devices used by AIR to test the modular concept. A detailed CODAP analysis data report is being transmitted separately to the Army Research Institute for the Behavioral and Social Sciences, and the complete computer runs are available for examination in the AIR project files. Some of the highlights are discussed below.

Part of the CODAP program used in this research project was the clustering process which identifies individuals who perform similar jobs. The inputs are the position identifications by individual position and group, the tasks performed by the incumbents, and the times each incumbent spends on each module. Two types of computer runs can be made and analyzed: "regular" cluster analysis, or clustering of individuals according to modules and time; and "obverse" cluster analysis, or clustering of modules. Among other features, these two processes can serve as a check on each other.

At the outset, a feasibility test was run, using both "regular" and "obverse" analysis of certain data already obtained from the previous

project in which the duty modules were designed. This verified that the modules would indeed serve as workable inputs for CODAP and would cluster into positions similar to existing assignment practices. It also indicated some possibility for using the clustering in other significant ways, as would be applied in the actual field data analysis.

On receipt and coding of the field survey data from this project, CODAP computer runs were made on 477 officers (403 Infantry and 74 Quartermaster), excluding for this purpose the warrant officers and most "others" in positions not normally occupied by Infantry or Quartermaster officers. Eight CODAP runs were programmed--one "regular" cluster analysis and one "obverse" cluster analysis of each of each of the following groups:

Infantry positions - in combat-related duty

Infantry positions - in garrison-related duty

Quartermaster positions - in combat-related duty

Quartermaster positions - in garrison-related duty

Due to the relative sizes of the Infantry and Quartermaster samples (Table 2 above), a major portion of the CODAP results concerns Infantry positions. However, the Infantry and Quartermaster results were generally similar insofar as could be realistically expected. Distinctive clustering patterns were achieved in both cases.

As a result of the regular CODAP analysis, the experimental job content modules, insofar as there were sufficient statistical data, were indicated to be workable, standardized job description components for CODAP purposes. The modules generally were seen to serve as standardized,

plug-in units of work activities stretching across a variety of officer positions. Similar positions were shown to have similar combinations of duty modules and more or less similar times spent on each. More importantly, the modules and people clustered in accordance with actual assignment practices in the field. In other words, the experimental modules as analyzed by the CODAP runs were found to be truly modular. The process also tended to verify the general content applicability of the modules, as distinct from the detailed wording of included tasks, since the incumbent officers themselves had determined the modules to be applicable to them. While not all the modules had sufficient applications for their validation, those with sufficient data generally clustered well in these runs. In sum, the "regular" CODAP cluster analysis process provided a significant test which was passed by the experimental set of modules. Some other points of interest are mentioned below.

First, the garrison and combat clustering followed consistent patterns. Certain positions tended to cluster together in distinctive ways both in garrison and in combat. This does not mean that the incumbents responded with similar answers (time spent) for both combat and garrison; they gave common answers for garrison and different common answers for combat. However, the composition of the survey sample probably was an influence. If other combat arms units (such as Field Artillery) had been included, garrison modules from such units might have clustered with Infantry, while some of their combat modules would be quite different from Infantry.

Confirming an indication in the feasibility test, a division in clustering could be seen between command and staff positions, with command

positions clustering not only by type unit (by mission, weapons, or equipment) but also by rank. Unlike the command positions, staff positions clustered organizationally and functionally without rank distinction in this CODAP analysis. Thus, investigation of rank distinctions in staff positions, if desired, remains to be accomplished by other analysis.

Another observation, reflecting a limitation of this particular type cluster analysis, is that there is little evidence of "airborne" clusters or differentiation between "airborne" officers and units and others. This is not because the distinguishing parachute duty module (O-X-2) is unimportant; indeed, parachute qualifications and duties are critical to airborne assignments. Rather, it is because the module does not consume much time, whereas time in combination with the duty modules' task content is the basis for clustering in CODAP. As a rule, airborne, infantry and mechanized infantry, the three major type divisional units tested, clustered together.

Both the Infantry and Quartermaster groups produced a position or job which always clustered last, indicating lowest homogeneity. The Infantry position was that of Liaison Officer, which receives special mention in other sections of this report in substantiation of its unique character. The Quartermaster position was that of Division Parachute Officer. However, the sample of this position (1) was not large enough to generate any specific conclusions.

Because of computer support problems (beyond the control of AIR), the "obverse" cluster analysis runs were not received in time for the results to be included in this report. This material will be available in the

AIR project files. However, the previously mentioned feasibility test did use the obverse program; and the results, which were furnished to ARI, provide basis for anticipating that "obverse" cluster analysis would generally confirm the observations from the "regular" analysis, as reported above.

Modular Profiles of Position Groups

Appendix I provides modular profiles for the coded type positions and position groups previously listed in Appendix E. These profiles, as constructed from the field survey data, show the "core modules" for each type position or group and also the more significant variations. As a general rule, the "core modules" were those marked applicable by the majority of the incumbents in each case. Although this was essentially a statistical process, the judgment of the AIR project staff was applied in making several valid adjustments, which are specifically pointed out and explained, and in furnishing useful annotations.

The "core modules" have a relationship with the results of the CODAP analysis previously discussed. In general, the results are consistent, but there are differences in the processes. The CODAP processes essentially were computerized analytical test programs which, in general, were passed by the experimental set of duty modules used in the survey. These modular profiles, by contrast, are usable products of the survey. The "core modules," in particular, represent the kind of information that, in practice, could usefully be added to the listing of a position in a TOE, TDA, officer requisition, or data bank. Obviously, however, those modular

profiles based on the higher numbers of incumbents surveyed should be taken as more proven in the field than those with fewer incumbents.

The modular profiles listed in Appendix I make no distinction in the respective importance or type of modules designated as "core modules." They have been listed simply on a "go/no go" basis. This contrasts with the CODAP process, where time spent on each module is a basis for clustering.

Some composite modular position profiles of a different and more detailed nature will be discussed below.

Illustrative Composite Modular Profiles for Selected Positions

Detailed composite module forms have been constructed for a number of positions. Sets for two positions are furnished in Appendix J for illustrative purposes. Composites for other positions were constructed for analysis, and similar ones could be done for all the other positions (including sub-groups).

The previously discussed composite modules (Appendix H) were for all task applications of each module, cutting across all positions and grades to which the modules applied, as appropriate for validating the modules. The data at the bottom of the duty module survey forms were intentionally omitted in those composites because of the mix of positions. Such data were processed, however, to be available for other use as appropriate, including availability to ARI for factor analysis. The time data for the officers' modules were used in the CODAP analyses. In this next step, the data from the bottom of the forms, as well as the composite task

applications, are presented for each of several positions, proceeding from the "core modules" listed for each position in Appendix H.

The two positions for which such detailed composite profiles are provided, to illustrate both the process and certain points of content, are:

Cdr or XO, Inf Rifle Co.	(Code 12)
S3, Inf Bn.	(Code 22)

The Infantry rifle company commanders and executive officers were selected to show in detail because the jobs were key in this survey, there is a substantial number of incumbents (33), and they represent the larger of the two branches mainly covered in the survey. They also represent several of the modules common to company level units of any branch, including Quartermaster. On the other hand, they also have some distinctive duties and modules corresponding to their special unit mission. Their composite modules in Appendix J show both kinds of modules as well as the parachutist module (O-X-2), and the frequency distribution of the responses. In each case, a mean or "center of gravity" for each entry could be drawn, using the data portrayed. Further discrimination between the commanders and their executive officers, and between rifle companies in the three different type divisions, could be shown by using similar composite processes.

The position of Infantry Battalion S3 was selected as a representative staff position which combines common modules (notably including O-A-2, general administration), a module (O-A-5) applicable to all staff section heads, and the various specialized modules peculiar to S3 and G3 sections.

Relationship of Officer Grades to Duty Module Applications

It was thought interesting and worthwhile to examine the duty module survey data to determine any significant pattern of relationship of officer grades to duty modules. That is the purpose of this section of the report.

By definition, duty modules describe work activities, or duties, that essentially and directly pertain to positions, rather than grade. However, grade and position are related; many positions are identified by a combination of authorized grade and MOS in a given organization, although that same combination sometimes applies to more than one position. It has been seen that some duty modules, being highly specialized, are found only in certain positions that are closely related functionally (like G3 and S3), while other modules (such as the administrative module O-A-2) extend across a large number and variety of positions and occupational specialities. In both cases, the same modules may be applicable to different grades, but the manner of application may not be the same. Questions are: Does grade make a difference? If so, how?

To address the foregoing questions, the data on a number of modules were given further in-depth examination and analysis, and some of the more interesting results are described below for illustrative purposes.

For modules O-A-1 (unit administration) and O-A-2 (general administration), composite forms for each grade, showing the task applications, are provided in Appendix K. These two modules were selected because they have a relatively large number of applications, are related to each other, and illustrate the influence of rank on manner of application.

Examination of the five "manner of application" columns or the grade composites for both modules will show a clear progression of the preponderant manner of application (as indicated by the figures circled) in accordance with grade. The preponderant applications generally move from right to left as grade increases.[7]

For example, the composites from the unit administration module show that the task applications of the officers by grade could be summarized as follows: For the various tasks, the Lieutenants vary from "assist" to "supervise," with the center of gravity at "do and supervise." The Captains move slightly but distinctly to the left, with no "assist" preponderant but adding entries under "direct." The Majors distinctly move further to the left, now grouping heavily under "supervise," with more "direct" than the Captains and no preponderant entries under "do" or "assist." The Lieutenant Colonels show a further shift, with heavy entries in the "direct" columns, one preponderant "supervise," and nothing significant below "supervise." Finally, the preponderant applications for Colonels are exclusively under "direct." In sum, in module O-A-1 there is indeed a clear pattern of progression from the company officer grades, who "do and supervise" the indicated work activities and sometimes "assist," through the intermediate Majors to the Lieutenant Colonels, who "direct" a lot and otherwise "supervise," to the Colonels, who "direct."

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[7] In the column headings on the duty module survey forms and as the terms are used herein, "supervise" means person-to-person, continuous supervision of immediate subordinates, as in the relationship of a rating officer to rated officer. "Direct" means actually directing from an echelon higher than "supervising"--as in the usual relationship of an indorsing officer to rated officer, assuming active involvement in actually directing, in that sense, the work activities indicated.

With respect to module O-A-2 (general administration), the composite forms by grade in Appendix K show somewhat similar but less distinct patterns, with some differences. There is still a general, although less consistent, trend from right to left as grade increases. The Colonels again preponderantly "direct," the Captains "do and supervise," and so on. The Lieutenants preponderantly "do," but it should be noted that very few of them have this module at all (only 4 Lieutenants out of 266 officers total, compared to 28 out of 111 for module O-A-1). In the field grades, the Majors and Lieutenant Colonels fall much more under "supervise" and "do and supervise" than they did in module O-A-1. This is because of the nature of the work activities in O-A-2, which are typical of the kinds of staff duties performed by many of the field grade officers surveyed in this product. Despite the difference between the two modules, O-A-2 does display significant discrimination by rank.

FIELD REACTION AND COMMENTS

Probably the most important general reaction of officers to the duty module concept has previously been covered in the factual data on the high percentages of officers stating that their selected modules from the experimental set did fit their positions, did reasonably describe the essentials of their duties, and accounted for high percentages of their working times. Beyond that, there is other information that was collected and is described below.

Responses to Supplemental Questionnaire

A supplemental questionnaire asking three general questions about the usefulness of officer duty modules was administered to all officers in the survey in authorized grades of Captain and above. The questions and the distribution of answers for 335 officers are shown in Table 4, with overall figures and a breakout for the officers in each grade.

It is noted that the majority gave favorable, affirmative answers in each case. The breakout by grade provides further illumination.

In answering Question 1, the Colonels and, next, the Lieutenant Colonels gave the lowest marks to the usefulness of duty modules to them in understanding the functions and requirements of their own jobs. This is to be expected, given the years of experience that such officers already have on assuming their positions. By contrast, the Colonels and Lieutenant Colonels ran much higher in affirmative answers to Questions 2 and 3, as again can be explained by their experience as well as their interest in the new Officer Personnel Management System (OPMS).

Table 4. Summary of Results of Supplemental Duty Module Survey Questionnaire

	TOTALS - ALL RESPONDENTS (335 Officers, in Authorized Grades of Captain or Above)

1. Do you think that information describing your job in terms of duty modules would have been helpful to you in understanding the functions and requirements of your job when you were first assigned to it?

Grade	(Nr)	Yes	(%)	No	(%)	Don't Know	(%)
COL	(18)	7	(38.9)	10	(55.6)	1	(5.5)
LTC	(64)	37	(57.8)	22	(34.4)	5	(7.8)
MAJ	(122)	88	(72.1)	26	(21.3)	8	(6.6)
CPT	(131)	93	(71.0)	32	(24.4)	6	(4.6)
OVERALL	(335)	225	(67.1)	90	(26.9)	20	(6.0)

2. Do you think that describing officer jobs in terms of duty modules would be helpful to you when selecting career specialties under the Army's new Officer Personnel Management System (OPMS)?

Grade	(Nr)	Yes	(%)	No	(%)	Don't Know	(%)
COL	(18)	16	(88.9)	2	(11.1)	0	(0.0)
LTC	(64)	48	(75.0)	11	(17.2)	5	(7.8)
MAJ	(122)	101	(82.8)	11	(9.0)	10	(8.2)
CPT	(131)	103	(78.6)	12	(9.2)	16	(12.2)
OVERALL	(335)	268	(80.0)	36	(10.7)	31	(9.3)

3. Would information about the duty modules performed by your subordinates help you to manage and evaluate their work?

Grade	(Nr)	Yes	(%)	No	(%)	Don't Know	(%)
COL	(18)	14	(77.8)	3	(16.7)	1	(5.5)
LTC	(64)	53	(82.8)	8	(12.5)	3	(4.7)
MAJ	(122)	98	(80.3)	18	(14.8)	6	(4.9)
CPT	(131)	100	(76.3)	22	(16.8)	9	(6.9)
OVERALL	(335)	265	(79.1)	51	(15.2)	19	(5.7)

The highest overall averages for the three questions, equally weighted, were given by the 122 Majors, who averaged 78% affirmative. This compared to the Captains (75%), Lieutenant Colonels (72%), and Colonels (68%). This could possibly be taken to indicate that overall favorable attitude toward the duty modules peaked at the grade of Major, given the combination of their experience, the wide variety of their jobs in the survey, their functions, their career status (more career RA Majors than Captains), and their interest in OPMS. However, the differences among grades are not great, except for the previously explained answers to Question 1 by the Colonels and Lieutenant Colonels.

An additional breakout was made, dividing the Supplemental Questionnaire returns into TOE and non-TOE units (TDA). The officers in the TOE units averaged significantly higher than the non-TOE officers in their answers to all three questions. A possible explanation might be suggested by the fact that the TOE officers by definition were in standardized units and positions fairly ideal for description by duty modules, while the TDA officers tended to believe that tailored and diverse positions like theirs would be harder to portray adequately by standardized modules and keep up to date. Paradoxically, the TDA positions, by their nature, would seem to be the ones having special need for an improved job description system.

Interviews with Personnel Management Officers

During the field surveys, AIR representatives conducted interviews concerning the duty module concept with personnel management officers in the three divisions and the JFK Center for Military Assistance. In general, these officers were interested in the duty module concept and fairly

receptive to it, with qualifications. Although rather cautious in providing quotable comments, they did provide some interesting views. A summary of these interviews is provided in Appendix J. Comments of one Professor of Military Service are also included in that appendix as being especially relevant and constructive.

Comments from Officers Surveyed

A considerable volume of comments was provided by officers to whom the survey was administered and is available in various forms in the AIR project files.

Mostly these comments pertain to specific modules and tasks therein and have been taken into account in the follow-up work on the modules, as previously discussed.

Some of the subjective comments were of a more general nature. These varied from expressions of interest and thoughtful questioning to favorable support for the concept to outright hostility toward it. It would be unwarranted to generalize further or to cite the weight of these comments as being either in support of the duty module concept or against it. Although some of the general comments were interesting, the objective statistical data analyses described elsewhere in this report provide a more valid and useful basis for evaluating the concept and the specific experimental set of duty modules used in the survey.

REVISION OF DUTY MODULE SET

As previously explained, four experimental modules, in addition to the original set of 89, were developed to meet needs revealed during the course of the survey. These four were:

O-A-10: Counsels and evaluates subordinates as troop leader and takes action on personal problems.

O-A-11: Supervises troop appearance and care and maintenance of materiel and facilities in unit.

O-C-6: Performs intelligence staff functions concerning reconnaissance and surveillance (except special air support functions).[8]

O-K-3: Coordinates test and evaluation of developmental materiel.

Copies of these four modules, together with a corresponding amendment to the Catalogue List of Duty Modules (Annotated), have been forwarded separately to the Army Research Institute for the Behavioral and Social Sciences in order to update the duty module sets previously furnished in notebook form.

As a result of the process already described in the section headed "Validation of Task Content of Duty Modules," a majority of the modules tested were validated without change, insofar as practicable, using the incumbent samples in this survey. Some, however, had low or zero applications, as shown by the specific figures in Appendix G, indicating need

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[8]Module O-C-6 may be combined with O-C-5 after further evaluation.

for their review and possible further testing. Importantly, some modules were annotated for possible amendments, mostly minor refinements of language but including two cases where possible combination of modules seems indicated. All such information has been recorded and retained in the AIR project files.

Actual revision of the duty modules has been purposely delayed, aside from a few minor refinements, in order to permit further testing and evaluation without confusing the data base. Revisions or additions can be forwarded as they are needed in order to keep the notebook sets up to date.

Developments in Duty Module Design

A paper entitled "A Guide to Duty Module Design," reflecting AIR experience to date, has been prepared and is attached as Appendix M.

Special Considerations

Relationship of officer duty modules to unit capabilities.--A study on the relationship of officer duty modules to unit capabilities has been prepared as a research product required under this contract, and is provided as Appendix N.

Relationship of officer duty modules to their training and service school programs of instruction.--Material on this subject was submitted in the AIR report on the preceding related project under Contract No. DAHC-19-71-C-0004.

SUMMARY AND CONCLUSIONS

The experimental set of officer "job content modules," as developed by AIR and tested on 518 officers in a variety of positions, primarily for Infantry and Quartermaster officers, was found generally to be valid in content, truly modular in terms of successful commonality and standardization, and in consonance with actual officer duties and assignment practices in the field. Four modules had to be added during the survey, bringing the total to 93. A few modules were not applied by the officers in the survey, and some others had low test frequencies, so that not all could be called validated, and some probable needs for refinements were revealed. However, the majority of the individual modules were validated insofar as practicable with the sample sizes available, and the success of the set, as a whole, provided strong evidence in support of the validity of the duty module concept. By all criteria, these experimental modules can now and henceforth properly be called "duty modules."

The survey yielded data from which it was possible to construct modular profiles of every position in the survey in a form that could usefully be applied in authorization tables, requisitions, assignment processes, and data banks (Appendix I).

As to the survey and evaluation procedures, they worked quite well. However, they should be reviewed for any appropriate modifications, based on experience, if further surveys are undertaken in the future.

As to officer reaction in the field, the majority of the officers surveyed were generally receptive. Of those surveyed, 96% of them stated

that their duty module forms did fit and reasonably described their duties, and clear majorities responded favorably to a number of other questions as discussed in the details of the report.

Some interesting observations surfaced with respect to correlations between officer grades and the manner in which the officers related to the various tasks, at least in the administrative modules O-A-1 and O-A-2. This would appear to warrant further investigation, especially for use in connection with officer efficiency reports.

Although the duty modules in the expanded experimental set covered the officers in the survey who mostly were in positions to which Infantry and Quartermaster officers can be assigned, only a portion of the modules could properly be called Infantry or Quartermaster modules. The majority of the duty modules in this set would apply to positions to which officers of other branches can be assigned. Therefore, the set used in this survey, with the addition of new specialized or "branch material" modules as required, would suffice as a basis for further field surveys and evaluations involving officers of other branches.

APPENDIX A

EXPERIMENTAL SET OF DUTY MODULES

FOR SELECTED POSITIONS FOR INFANTRY AND QUARTERMASTER OFFICERS

(Issued separately in notebook form)

APPENDIX B

CATALOGUE LIST OF OFFICER JOB CONTENT MODULES (ANNOTATED)

Note

This appendix consists of a list of the basic set of 89 experimental job content modules, dated 13 August 1973, available throughout the AIR field surveys, plus an addendum listing four additional experimental modules developed during the course of the field surveys and availably only during latter parts of the surveys.

15 October 1973

ADDENDUM

CATALOGUE LIST OF OFFICER DUTY MODULES (ANNOTATED)

For field surveys in 1st Infantry Division (Mech), Fort Riley, and for all non-divisional surveys subsequent to 7 September 1973, the following experimental duty modules have been added to the Catalogue List dated 13 August 1973.

NUMBER	TITLE	APPLICATION
O-A-10 (added 7 Sep '73)	Counsels and evaluates subordinates as troop leader and take action on personal problems	For troop leaders at company and platoon levels. At higher levels is subsumed by O-A-4, O-B-2, etc.
O-A-11 (added 7 Sep '73)	Supervises troop appearance and care and maintenance of materiel and facilities in unit	For troop leaders at company and platoon levels. At higher levels is subsumed by O-A-4, O-F-3, etc.

Following experimental duty modules have been developed "on-the-spot" to meet demands during field surveys:

O-C-6 (added 13 Sep '73, at 1st Inf Div (M)	Performs intelligence staff functions concerning reconnaissance and surveillance (except tactical air support functions)	For G2/S2 Air or other G2/S2 officers, especially at division level, having functions indicated. (This module and O-C-5 may be combined in future editions).
O-K-3 (added 15 Oct '73 at Hq TECOM)	Coordinates test and evaluation of developmental materiel	For officers involved with the overall coordination of test and evaluation, distinct from actual conduct of service test, etc., as covered in O-K-2.

13 August 1973

CATALOGUE LIST OF OFFICER DUTY MODULES (ANNOTATED)

NUMBER	TITLE	APPLICATION*
A.	COMMAND MANAGEMENT, GENERAL MANAGEMENT, AND ADMINISTRATION**	
0-A-1	Performs unit administration***	Company, battalion and detachment level.
0-A-2	Performs general administration***	General and miscellaneous administration other than 0-A-1. ***NOTE: 0-A-1 and 0-A-2 overlap. Most officers have one or the other, but usually not both.
0-A-3	Exercises military command authority	Military justice functions for commanders only.
0-A-4	Performs command or general management	Broad managerial functions. For battalion and higher commanders, major activity directors, and their deputies. Subsumes more specialized modules applicable to subordinate staff officers.
0-A-5	Supervises a staff section, detachment or office	Internal management, for heads of staff sections, offices and separate detachments.
0-A-6	Performs headquarters management staff functions	For a headquarters commandant or other officer with similar functions.
0-A-7	Performs special staff administrative and adjutant-type functions	For adjutants, adjutants general, and officer assistants.
0-A-8	Directs, coordinates and supervises a staff	For chief of staff, or executive officer performing similar functions at battalion or higher level.
0-A-9	Performs executive staff secretariat functions	For secretary of general staff, secretary of service school, etc.

* The notes in the "APPLICATION" column are not directive or limiting but purely for descriptive information beyond the brief module titles. The intent is to help officers being surveyed to save their time in their initial determination of what modules to examine more closely before making final selections. Officers are free to select any Duty Module they feel is applicable to them and are encouraged to do so, regardless of the notes on application.

** See Group U, below, for command and direction of tactical operations, and other groups (such as HHI) for direction of logistical operating units and other specialized activities.

American Institutes for Research

7 September 1973

CORRIGENDUM

CATALOGUE LIST OF OFFICER DUTY MODULES (ANNOTATED)

For field surveys in 1st Infantry Division (Mech), Fort Riley, and for all non-divisional surveys subsequent to the above date, add the following experimental duty modules to the Catalogue List dated 13 August 1973:

NUMBER	TITLE	APPLICATION
0-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems	For troop leaders at company and platoon levels. At higher levels is subsumed by 0-A-4, 0-B-2, etc.
0-A-11	Supervises troop appearance and care and maintenance of materiel and facilities in unit	For troop leaders at company and platoon levels. At higher levels is subsumed by 0-A-4, 0-F-3, etc.

AFSC	Title	APPLICATION
B. PERSONNEL		
0-B-1	Performs manpower management staff functions	Concerns overall manpower matters and maintenance of unit strength, as distinct from management of personnel as individuals. Typically G1/S1 and Asst G1 (Manpower), but G3/S3 can have part, depending on local organization.
0-B-2	Performs personnel management staff functions	Management and administration of personnel as individuals. For S1, G1, Asst G1 (Personnel Management), AG, Personnel Officer, etc.
0-B-3	Performs staff functions pertaining to personnel services	Coordinating staff responsibilities for the various personnel services. For S1, G1, Asst G1 (Personnel Services), comparable officer in post headquarters, etc.
0-B-4	Performs officer personnel management functions at departmental level	For personnel management officers in OPO branches, DA.
C. INTELLIGENCE		
0-C-1	Performs combat intelligence staff functions	For G2/S2 and assistants in combat operations (actual or simulated) and preparations.
0-C-2	Performs counter intelligence and security staff functions in a General Staff or coordinating staff	For G2/S2 and some assistants, both in combat and non-combat.
0-C-3	Performs foreign area strategic intelligence staff functions	Applies at joint and departmental levels, also theater Army.
0-C-4	Performs attache type intelligence functions	For Army Attaches and Assistant Attaches (with U. S. diplomatic missions).
0-C-5	Performs aerial surveillance staff functions in a General Staff or other coordinating staff	For G2 Air and S2's performing similar functions.

NUMBER	TITLE	APPLICATION
D.	OPERATIONS & PLANS (STAFF)	
0-D-1	Performs operations staff functions in a General Staff or other coordinating staff	For S3, G3, and Asst G3 Operations. Could apply to all Asst G3's taking shift in TOC. Not for specialized operations of other staff sections.
0-D-2	Performs operations planning staff functions in a General Staff or other coordinating staff	For S3, G3, and Asst G3 Plans. Exclud specialized planning done in other sta sections.
0-D-3	Performs air support staff functions in a General Staff or other coordinating staff	For G3 Air, S3 Air, etc.
0-D-4	Coordinates fire support for unit tactical operations	Primarily for the Fire Support Coordinator (normally FA officer) in a combined arms organization. Could apply to other officer performing similar functions but is subsumed by 0-D-1.
E.	ORGANIZATION, TRAINING	
0-E-1	Trains troops and/or civilian employees in units and activities	For all company level officers, plus battalion commanders, and for officers conducting or supervising comparable training of military and/or civilian operating personnel in other units and activities.
0-E-2	Performs training staff functions	For S3, G3 and Asst G3 (Training), from battalion up.
0-E-3	Performs organization staff functions in General Staff or other coordinating staff	For S3, G3, and designated assistants, from battalion up.
F.	LOGISTICS (STAFF AND CONSUMER UNITS)*	
0-F-1	Performs supply operations at consumer unit level	Company-level supply officers and commanders.
0-F-2	Performs supply staff functions	For S4, G4 and Asst G4 (Supply), from battalion up.

* Specialized logistical operating functions are found in Group II (Logistical Services) and Group III (Supply and Maintenance Support Operations).

NUMBER	TITLE	APPLICATION
F.	LOGISTICS (CONTD)	
0-F-3	Performs maintenance staff functions in a General Staff or other coordinating staff	For S4, G4, Asst G4 (Maint.), from battalion up.
0-F-4	Performs transportation staff functions in a General Staff or other coordinating staff	For G4 and designated Asst G4, from division up. Could apply to S4, brigade and battalion, etc.
0-F-5	Performs logistical services staff functions in a General Staff or other coordinating staff	For S4, G4, Asst G4 (Log Services), from battalion up, and comparable officers in post headquarters, etc.
0-F-6	Performs staff functions pertaining to motor vehicle maintenance and operation	For Motor Officer at battalion, brigade, or installation level.
0-F-7	Performs general logistics staff functions in a high-level staff	Generalized logistics staff functions, typically at field army or higher. Subsumes more specialized modules such as 0-F-2,3,4,5 and 8.
0-F-8	Performs staff functions concerning procurement of materiel	Staff procurement responsibilities in major headquarters (typically army or higher) and fixed installations. (See also 0-FF-7.)
0-F-9	Performs staff and operating functions concerning property disposal	Specialized functions at fixed installations and certain other logistic activities.
G.	COMMUNICATIONS AND ELECTRONICS	
0-G-1	Performs special staff and operating functions pertaining to unit communications	For Comm O, battalion and brigade level.
0-G-2	Performs special staff functions pertaining to communications-electronics (CE)	For C & E officer at division and higher levels. Subsumes 0-G-1.

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NUMBER	TITLE	APPLICATION
H. CIVIL-MILITARY AFFAIRS		
0-H-1	Performs civil-military staff functions in a General Staff or other coordinating staff	For G5, S5, etc.
0-H-2	Plans and coordinates civil affairs unit operations	For commanders, S3's, etc. of civil affairs units.
0-H-3	Plans and coordinates psychological unit operations	For commanders, S3's, etc. of psychological warfare units.
I. COMPTROLLERSHIP		
0-I-1	Performs program and budget staff functions	For comptrollers and budget officers, etc., at major installations and higher headquarters.
0-I-2	Performs management analysis staff functions	Specialized staff functions in Office of Comptroller in higher headquarters.
J. ARMY AVIATION		
0-J-1	Performs special staff functions pertaining to Army aviation	For staff aviation officers, as on a division staff.
0-J-2	Pilots rotary wing aircraft	For positions requiring such piloting (MOS SQI prefix 6).
0-J-3	Pilots fixed wing aircraft	For positions requiring such piloting (MOS SQI prefix 6).
0-J-4	Directs and controls higher echelon maintenance for Army aircraft	For commanders, etc., of Army aircraft field maintenance activities. Usually requires also 0-J-2 and/or 0-J-3.
0-J-5	Performs Army aviation safety staff functions	For Aviation Safety Officer, in divisions (in Aviation Section) or other organizations having extensive Army aviation elements.

X SLR	TITLE	APPLICATION
R.	RESEARCH, DEVELOPMENT, TEST AND EVALUATION	
0-R-1	Performs staff functions pertaining to research and development	For R & D staff officers in OCRD, major commodity commands, etc.
0-R-2	Conducts service or operational test and evaluation of developmental materiel	For service test officers in branch boards, operational test officers in commodity command testing agencies, etc.
L.	OPERATIONS RESEARCH AND SYSTEMS ANALYSIS	
0-L-1	Performs operations research analysis staff functions	For officers with major OR/SA functions--generally at higher levels, such as major commands and OAVC/S, DA.
M.	ADP MANAGEMENT AND PROGRAMMING	
0-M-1	Performs specialized automatic data processing (ADP) staff functions	For ADP specialists in organizations having ADP capabilities.
N.	EDUCATION, INSTRUCTION	
0-N-1	Prepares and conducts formal instruction	For instructors and their supervisors at service schools, ROTC, etc.--not normally in troop units. Subject area taught and prerequisite special qualifications also must be specified when required for requisitioning and assignment purposes.
0-N-2	Conducts ROTC activities at civilian educational institutions	For PMS and Asst PMS, who also have 0-N-1.
O.	INFORMATION ACTIVITIES	
0-O-1	Performs public information staff functions	For public information officers and others performing similar functions.
U.	TACTICAL DIRECTION OF COMBAT UNITS	
0-U-1	Directs and controls tactical employment of unit	Generalized module, primarily for commanders of tactical combined arms organizations and combat arms units. Subsumes more specialized modules such as 0-U-4 and 0-U-2, 3, 4, and 5.
0-U-2	Directs and controls Infantry mortars	For platoon leaders of mortar platoons and weapons platoons having mortars.
0-U-3	Directs and controls tactical employment of reconnaissance and scout unit	For commanders and platoon leaders of reconnaissance and scout units, Infantry and Armor.

NUMBER	TITLE	APPLICATION
U.	TACTICAL DIRECTION OF COMBAT UNITS (CONTD)	
O-U-4	Directs and controls Redeye type air defense weapons	For leaders of Redeye section in Infantry battalion Combat Support Co, and comparable officers in other units.
O-U-5	Directs and controls Infantry antitank weapons	For leaders of antitank elements in Infantry and other units.
W.	MISCELLANEOUS	
O-W-1	Provides personal staff assistance to general officer	For aides-de-camp.
O-W-2	Directs and leads honor guard or ceremonial unit	Designed for special functions in Washington area of the 3d Infantry, but also applicable in other units having heavy ceremonial duties on continuing basis.
O-W-3	Performs staff and coordinating functions pertaining to formal ceremonies	Staff counterpart of O-W-2.
O-W-4	Performs unit liaison activities	For unit liaison officers.
O-W-5	Performs formal investigative staff functions	For Inspector General.
O-W-6	Performs military history staff functions	For officers having military history functions as primary duty.
O-W-7	Provides advice and assistance for Army reserve components	Generalized module for advisors to U.S. Army National Guard and Army Reserve units.
O-W-8	Prepares doctrinal or formal instructional publications	For officers having special responsibilities for writing, reviewing or editing formal materials such as field manuals, technical manuals, service school texts and other formal publications, or major parts thereof.

NUMBER	TITLE	APPLICATION
W.	MISCELLANEOUS (CONTD)	
O-W-9	Represents U.S. forces in military standardization activities with other countries	For officers participating in standardization activities, such as the NATO Military Standardization Agency or U.S.-U.K.-Canada special arrangements.
X.	INDIVIDUAL FUNCTIONS AND SPECIAL QUALIFIERS	
O-X-1	Participates individually and directly in ground combat	Typically for all officers in Infantry companies, tank companies, Armored Cavalry squadrons, their battalion commanders when applicable, certain other officers such as FA forward observers and some Special Forces. Generally not applicable to staff officers or to commanders above battalion level.
O-X-2	Participates in airborne operations as a parachutist	For parachutist duties in airborne units or others in jump status (MOS SQI prefix 7).
O-X-3	Performs specialized nuclear weapons effects analysis	For designated staff positions with MOS SQI prefix 5.
O-X-4	Performs staff and coordination functions concerning electronic warfare (EW)	For designated staff positions with MOS SQI prefix E.
FF.	LOGISTICAL SERVICES	
O-FF-1	Manages installation commissary	For commissary officers, normally QM.
O-FF-2	Directs and coordinates national cemetery activities	Limited to a few officers having this special "memorial activities" function, normally QM.

NUMBER	TITLE	APPLICATION
FF. LOGISTICAL SERVICES (CONTD)		
O-FF-3	Manages officers' open mess	For officers in overall charge of open messes as distinct from their subordinate civilian managers.
O-FF-4	Performs food service and advisor staff functions	For food service officers, normally QM.
O-FF-5	Directs and controls operation of mobile field laundry and bath units	For platoon leaders, QM laundry and bath platoons.
O-FF-6	Directs and controls service unit or activity	Generalized module for various logistical service activities not covered by more specialized modules--such as bakery, field exchange, salvage unit, etc.
O-FF-7	Performs procurement of materiel and services	For procurement officers and purchasing and contracting officers. (See O-F-8 for related staff module.)
O-FF-8	Directs and controls mortuary activities	For officers in charge of mortuary activities and their officer assistants, normally QM.
O-FF-9	Manages materiel supply control for one or more specified commodities within an organization or activity	
HH. SUPPLY AND MAINTENANCE SUPPORT OPERATIONS		
O-HH-1	Directs parachute maintenance and aerial delivery equipment support	For division parachute officers and commanders of QM airdrop equipment support units.
O-HH-2	Directs and controls petroleum supply unit	For officers in charge of petroleum supply operations.

NUMBER	TITLE	APPLICATION
111.	SUPPLY AND MAINTENANCE SUPPORT OPERATIONS (CONTD)	
O-111-3	Directs and controls supply unit or activity (except petroleum)	Generalized modules for officers in charge of miscellaneous supply operations not covered by more specialized modules such as O-111-2 and O-111-4.
O-111-4	Supervises parachute and aerial delivery equipment supply and maintenance	In QM airdrop equipment support units.
O-111-5	Repairs parachutes and aerial delivery equipment	In QM airdrop equipment support units.
O-111-6	Supervises division heavy drop support	In QM airdrop equipment support units, airborne and airmobile divisions.
O-111-7	Supervises packing of personnel parachutes	In QM airdrop equipment support units.
O-111-8	Directs and controls repair of equipment from supported units	Generalized module for officer in charge of maintenance and repair operations not covered by more specialized modules.
O-111-9	Supervises storage and warehouse operations	Generalized module for officer in charge of storage and warehouse operations not covered by more specialized modules.

APPENDIX C

SURVEY INSTRUMENTS

This Appendix contains: (1) copy of the memorandum of instructions which was issued to each officer surveyed, and, therewith, (2) a cover sheet, for individual identification data and factual questions concerning the individual's overall duty module set, and (3) a supplemental questionnaire for officers in position grade of Captain or above. (Note: Also issued to each officer was a Catalogue List of Duty Modules (Annotated), a copy of which now is provided separately as Appendix B.)

AMERICAN INSTITUTES FOR RESEARCH
WASHINGTON OFFICES

Address: 8555 Sixteenth Street, Silver Spring, Maryland 20910
Telephone: (301) 587-8201

August 2, 1973

Project 38400

MEMORANDUM FOR: ARMY OFFICERS PARTICIPATING IN DUTY MODULE FIELD SURVEY

This field survey is part of a research project being conducted by the American Institutes for Research (AIR) on contract for the Department of the Army. AIR is developing an experimental concept, revolving around the use of "Duty Modules," for describing and grouping work activities of Army personnel.

A Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules, like building blocks.

After a thorough study of the job content of Army positions, AIR research analysts have developed a number of experimental Duty Modules for certain categories of officer positions. As a participant in the survey phase of this project, you will be asked to identify and evaluate Duty Modules applicable to your position (primary duty assignment) and to answer some questions about how they relate to your position. Officers in grade or position of Captain or above also will be asked to fill out a supplemental questionnaire concerning the overall Duty Module concept.

The data you provide are for research purposes only and will not in any way become part of your DA personnel files.

In some organizations there will be arrangements for your forms to be collected locally. Otherwise, when you have completed your forms, place them in the preaddressed envelope provided, which requires no postage, and mail promptly.

Your cooperation in this research for the Army is appreciated.

Instructions follow on the next page.

INSTRUCTIONS

Project Materials

Attached are the following project materials. Please examine and check them against the list below.

A. COVER SHEET. This is divided into two parts: Part I, for you to provide identification data; and Part II, for you to fill out after reviewing attached Duty Module forms. At the top right corner of this sheet is an Individual Survey Identification Number assigned to your forms. On the back is space for any comments.

B. CATALOGUE LIST OF OFFICER DUTY MODULES (ANNOTATED). This is a list of experimental Duty Modules for various functions in a variety of officer positions. The annotations explain the applicability of each module.

C. DUTY MODULE FORMS. These are a group of experimental Duty Modules in field survey form which have been attached by the contractor to survey your position. In the top right corner, each Duty Module form should have the same Identification Number as your Cover Sheet.

D. SUPPLEMENTAL DUTY MODULE SURVEY QUESTIONNAIRE - Only for officers in grade or position of Captain or above. This asks questions about reaction to the duty module concept as a whole.

Procedure

1. Fill in Part I of your Cover Sheet. Please type or print legibly.

2. Look over the Catalogue List of Officer Duty Modules to familiarize yourself with the kinds of Duty Modules therein and to identify tentatively those applicable to your position, subject to the more detailed examination in the steps below.

3. Examine all the Duty Module forms already attached for you, to see if they apply to your position (primary duty assignment) and cover its significant functions. If a Duty Module is not applicable in any significant degree to your current position in either (a) actual or simulated combat operation or (b) garrison or other circumstances, then print "NOT APPLICABLE" in large letters across the face of the form and disregard the rest of that form.

4. If you consider other Duty Modules necessary to cover the significant functions of your position, then select them from the Catalogue List of Duty Modules, insofar as applicable. (In considering modules with overlapping content, use only the one that fits best. Also, do not seek modules for minor common activities or miscellaneous duties not integral to your position.) Assuming that you are in a group survey where it is announced that copies of all listed Duty Modules are on hand for issue, ask for any additional Duty Module Form(s) you need, and in the upper right of each fill in the same Identification Number as on your other forms. If the other Duty Modules in the Catalogue List are not available to you, as in a survey by mail, list

on the back of your Cover Sheet any additional Duty Modules you would need. Similarly, you can also use that space to describe any further Duty Module requirements of your position beyond the Duty Modules in the Catalogue List.

5. Fill out each Duty Module Survey Form which is applicable to your position (either on the basis of present job performance or estimated requirements under operational conditions), as follows:

a. For each listed task applicable to you, mark an "X" next to it in the appropriate right-hand column. Make no mark for a task which does not apply to your position. (Note: In the column headings, "supervise" means person-to-person, continuous supervision of immediate subordinates, as in the relationship of a rating officer to rated officer. "Direct" means actively directing from one echelon higher than "supervising", as in the usual relationship of an indorsing officer to rated officer.)

b. If changes or additions to the task statements are needed, please write any suggestions on the face or back of the Duty Module forms.

c. Fill out also the lower portion of each Duty Module Survey Form, by placing an "X" in the appropriate box on each line. There are two lines per question. See below.

(1) Notice that each of the three question items relates to two different circumstances - (a) "In actual or simulated combat operations and support", and (b) "In garrison and other than a." In many cases your answers may be quite different under these two different circumstances.

(2) If your position is in a non-deployable unit and would not involve actual or simulated combat operations, then for Question 1, Line a, simply mark Block 1 (indicating little or no applicability), and disregard Line a of Questions 2 and 3. Conversely, if the module applies only in actual or simulated combat operations or support, never otherwise, simply mark Block 1 of Question 1, Line b, and disregard Line b of Questions 2 and 3.

(3) In answering Question 2 (Time Spent on Module), you should reflect your own actual performance when applicable, but if the module would apply to your position in combat operations you will have to estimate that time, if you can, on the basis of experience and training.

(4) In answering Question 3 (Relative Criticality of Module), only one of your modules should be marked as "least critical" and one as "most critical".

6. Go back to the Cover Sheet and complete Part II as indicated. Use the back of the Cover Sheet as needed.

7. For officers in grade or position of Captain or above, also fill out the attached Supplemental Duty Module Survey Questionnaire, which should be the last paper in your packet (if applicable).

COVER SHEET

Individual Survey Identification Number _____

PART I--IDENTIFICATION DATA, TO BE COMPLETED BY INCUMBENT AS FIRST STEP:
(Please print or use typewriter; legible entries are essential.)

Position title _____

Organization/unit _____

Station _____ Zip code _____

Your grade _____ Your branch _____ Your primary MOS _____

Position grade _____ Pos. branch _____ Pos. MOS _____

TOE _____ or TDA _____

Your name _____

Date _____ Office telephone: (Area code____) _____

PART II--TO BE FILLED OUT BY INCUMBENT ON COMPLETING DUTY MODULE FORMS:

1. Did you obtain and attach any additional Duty Modules selected from the Catalogue List?

a. No____
b. Yes____, I added the following _____ (List by module number).

2. Did you mark "Not Applicable" on any Duty Modules initially issued to you?

a. No____
b. Yes____, the following _____ (List by module number).

3. Do the attached Duty Modules (including any you added but excluding any marked "Not Applicable") fit your position (primary duty assignment) and reasonably describe the essentials of the duties indicated? (See Note below*)

a. Yes____
b. No____ (If "No", explain on back of this sheet.)

4. What estimated percentage of your total working time is accounted for by your attached Duty Modules?

a. In actual or simulated combat operations and support? _____%
(Omit a if it is inapplicable or you feel unable to estimate.)
b. In garrison and other than a? _____%

5. Besides the Duty Modules attached, do you still need other Duty Modules to cover the significant duties of your position (primary assignment)? (See Note below*)

a. No____, the attached Duty Modules suffice.
b. Yes____, I need other modules, which I indicate on the back of this sheet.

*Note: In your analysis, ignore minor local variations, miscellaneous minor common tasks such as PT, and extra duties not integral to the position, such as serving as duty officer, on special projects, etc.

AIR/Project 38400 Individual Survey Identification No. _____

SUPPLEMENTAL DUTY MODULE SURVEY QUESTIONNAIRE

(Answer the questions below, concerning the overall Duty Module concept, by putting an "X" in the appropriate space for each.)

1. Do you think that information describing your job in terms of duty modules would have been helpful to you in understanding the functions and requirements of your job when you were first assigned to it?

a. Yes_____ b. No_____ c. Don't know_____

2. Do you think that describing officer jobs in terms of duty modules would be helpful to you when selecting career specialties under the Army's new Officer Personnel Management System (OPMS)?

a. Yes_____ b. No_____ c. Don't know_____

3. Would information about the duty modules performed by your subordinates help you to manage and evaluate their work?

a. Yes_____ b. No_____ c. Don't know_____

APPENDIX D

SYSTEM FOR UNIT AND INDIVIDUAL SURVEY IDENTIFICATION NUMBERS

(Each consists of organizational identifiers plus an individual sequence number.)
(Example: 82H-01 for C/S 82d Abn Div.)

ORGANIZATIONAL IDENTIFIERS: (See note below)

82H-	(2H-)	82d Abn Div, Headquarters, Ft. Bragg
82A-	(2A-)	82d Abn Div, First Inf bn
82B-	(2B-)	82d Abn Div, Second Inf bn
82C-	(2C-)	82d Abn Div, Supply Co.
82D-	(2D-)	82d Abn Div, Air Equip Support Co.
18E-	(8E-)	Abn Equip Repair & Supply Co., XVIII COSCOM, Ft. Bragg
FBS-	(BS-)	Supplemental surveys at Ft. Bragg by Col. Sitterson
FBW-	(BW-)	Supplemental surveys at Ft. Bragg by Col. Wintersteen
101Q-	(1Q-)	Airdrop Spt Co., 101st Airmobile Div, Ft. Campbell
1H-		1st Inf Div (Mech), Headquarters, Ft. Riley
1A-		1st Inf Div (Mech), First Inf bn
1B-		1st Inf Div (Mech), Second Inf bn
1C-		1st Inf Div (Mech), S & S Co.
FRW-	(RW-)	Supplemental surveys at Ft. Riley by Col. Wintersteen
FRS-	(RS-)	Supplemental surveys at Ft. Riley by Col. Sitterson
9H-		9th Inf Div, Headquarters, Ft. Lewis
9A-		9th Inf Div, First Inf bn
9B-		9th Inf Div, Second Inf bn
9C-		9th Inf Div, S & S Co.
FLB-	(LB-)	Supplemental surveys at Ft. Lewis by Col. Barrett
FLD-	(LD-)	Supplemental surveys at Ft. Lewis by Col. DalPonte
MDW-	(DW-)	Pre-tests and any supplemental surveys at Hq MDW
3I-		Pre-tests and any supplemental surveys in 3d Infantry
S_-		Supplemental surveys anywhere not covered above. As second letter, enter last initial of AIR Rep conducting.
M-		For mail surveys of officers previously interviewed in job analyses. Add the four-digit number corresponding to officer's job analysis file. (Drop "M" for ADP coding)

Note: The first identifier shown is that actually used on the survey forms in the field. If there is a second (in parentheses), it is a shortened version used for ADP coding.

APPENDIX E

ADP CODES FOR POSITIONS ON OFFICER DUTY MODULE FIELD SURVEY COVER SHEETS

PART I - PRIMARILY FOR THE ORGANIZATIONAL SURVEYS

PLATOON & SECTION LEADERS, ETC.

01	Rifle Plat Leader
02	Mortar Plat Leader
03	Recon/Scout Plat Leader
04	AT Plat Leader
05	Weapon Plat Leader
06	Redeye Sec Leader
07	Supply Plat Leader
08	Support Plat Leader (Bn Hq. Co.)
09	Airdrop Equip Support Unit Platoon Leader
10	Airdrop Equip Support Unit Technician or Section Chief (WO)
11	Honor Guard Plat Cdr

COMPANY

12	Rifle Co Cdr (CPT) or XO (LT)
13	Hq Co Cdr (CPT) or XO (LT)
14	Combat Support Co Cdr (CPT) or XO (LT)
15	S&S or S&T Co Cdr (CPT) or XO (LT)
16	Airdrop Equip Support Co Cdr (CPT) or XO (LT)
17	Honor Guard Co Cdr (CPT) or XO (LT)

INF BATTALION OR BRIGADE HEADQUARTERS

18	Cdr (Bde, Col) (Bn, LTC)
19	XO (Executive O) (Bde, LTC) (Bn, MAJ)
20	S1/Adjt or Asst
21	S2 or Asst
22	S2 or Asst
23	S3 Air
24	S4 or Asst
25	Motor O
26	Comm O
27	Ln O

DIVISION (OR SIMILAR JOBS IN COMPARABLE HQ)

28	C/S
29	SGS
30	LnO
31	Aide
32	G1 or Deputy or Asst G1 with general G1 duties
33	Asst G1 (Manpower)
34	Asst G1 (Pers Mgt)
35	Asst G1 (Pers Svcs)

DIVISION (OR SIMILAR JOBS IN COMPARABLE HQ) Cont'd

36 G2 or Deputy
37 Asst G2 (General)
38 Asst G2 (Air, Recon & Surveillance)
39 G3 or Deputy
40 Asst G3 (General)
41 Asst G3 (Plans)
42 Asst G3 (Operations)
43 Asst G3 (O&T)
44 Asst G3 (Air)
45 G4 or Deputy or Asst G4 with general G4 duties
46 Asst G4 (Supply)
47 Asst G4 (Maint)
48 Asst G4 (Trans Services)
49 G5 or Deputy or Asst
50 AG and Asst
51 IG and Asst
52 Com-El Off
53 Div Parachute Officer
54 Aviation Officer
55 IO
56 Headquarters Commandant

PART II - FOR THE SUPPLEMENTAL SURVEYS

T/O UNITS

57 Civ Affairs Group Cdr or XO
58 CA Group or Bn S3 or Asst
59 CA Bn Cdr or XO
60 CA Unit Officer (other than above)
61 PsyOps Group Cdr or XO
62 PsyOps Group or Bn S3 or Asst
63 PsyOps Bn Cdr or XO
64 PsyOps Unit Officer (other than above)

65 Div Combat Support Command Cdr or XO
66 Div Combat Support Command S3 or Asst
67 Div S & T Bn Cdr or XO (other S & T Bn Staff
68 Div S & T Bn S3 or Asst same as for Inf Bn)
69 Maint Unit Cdr or XO
70 Aviation Unit Cdr or XO

TDA POSITIONS

71	Aviation Maint O
72	Aviation Safety O
73	Aviation Unit Staff O (S2, S3, S4, etc.) (S1/Adjt Use 20)
74	Pilot (w/o other duties above)(FW or RW, See MOS for which)
75	Writer, Doc & Trng Lit
76	Instructor, (including "senior instructors" at Svc Schools, etc.)
77	Head of Instructor Group, Department Head, Director, of Instruction, etc. or other such and Faculty other than 70 (Instructor or Senior Instructor.)
78	Professor of Military Science or Asst PMS (for ROTC at civilian institution)
79	Dep Cdr, ROTC Region
80	Advisor, Res Components (Natl Guard or USAR)
81	Senior Advisor (Head of Advisor Gp) or XO or Deputy, Natl Guard or USAR
82	Officer Personnel Management and Assignment Officer, OPO, DA
83	Budget O/Comptroller
84	Management Analyst
85	ORSA Officer
86	Cdr, Student Unit
87	Depot Commander
88	Storage and Warehouse Operations (incl. associated transportation)
89	Depot Staff (Plans & Programs, etc.)
90	Installation DIO - Director, plans and overall function, etc.
91	Installation Director of Services (DIO) or similar
92	Installation Director of Supply (DIO) or similar
93	Installation Director of Personnel and Community Activities
94	Commissary Officer
95	Club Officer, Director Open Mess, Open Mess Br Manager
96	ADP Officer
97	Logistics staff officer (general high-level logistics at level of field Army or other major logistical activities). Not for corps, division, or lower tactical unit staffs)
98	R&D Staff Off
99	R&D Test and Evaluation Officer or Coordinator
00	Miscellaneous (Including Mortuary O, Commander of Signal Unit other than Position 52, Chief of Management Office other than Position 84, etc.)*

* Note that the "00" code includes several widely different positions rather than one single type position or a coherent group of similar positions such as represented by the other position code numbers. It results from the two-digit limitation in coding. Therefore in position analyses the positions in the "00" code group must be separated by use of their individual identification numbers.

APPENDIX F

OFFICER POSITIONS SURVEYED--PART I, ORGANIZATIONAL

A. PLATOON AND SECTION LEADERS, ETC.

		Identifiers and Position Codes				
		Branch	Auth Grade	Posn Code	Units	Ident. Nrs.
1.	Rifle Plat Ldr, Inf Bn (M)	I	2	01	1A, B	27-35
2.	Rifle Plat Ldr, Inf Bn	I	2	01	9A, B	27-35
3.	Rifle Plat Ldr, Inf Bn (Abn)	I	2	01	82A, B	23-31
4.	Lt Mort Plat Ldr, Rif Co, Inf Bn	I	2	02	9A, B	36-38
5.	Hvy Mort Plat Ldr, Cmbt Spt Co, Inf Bn (M)	I	2	02	1A, B	18
6.	Hvy Mort Plat Ldr, Cmbt Spt Co, Inf Bn	I	2	02	9A, B	18
7.	Hvy Mort Plat Ldr, Hq Co, Inf Bn (Abn)	I	2	02	82A, B	10
8.	R & S Plat Ldr, Cmbt Spt Co, Inf Bn (M)	I	2	03	1A, B	17
9.	R & S Plat Ldr, Cmbt Spt Co	I	2	03	9A, B	17
10.	Recon Plat Ldr, Hq Co, Inf Bn (Abn)	I	2	03	82A, B	14
11.	At Plat Ldr, Cmbt Spt Co, Inf Bn (M)	I	2	04	1A, B	19
12.	AT Plat Ldr, Cmbt Spt Co, Inf Bn	I	2	04	9A, B	19
13.	AT Plat Ldr, Hq Co, Inf Bn (Abn)	I	2	04	82A, B	15
14.	Wpns Plat Ldr, Rif Co, Inf Bn (M)	I	2	05	1A, B	36-38
15.	Wpns Plat Ldr, Rif Co, Inf Bn (Abn)	I	2	05	82A, B	32-34
16.	Redeye Sec Ldr, Cmbt Spt Co, Inf Bn (M)	I	2	06	1A, B	20
17.	Redeye Sec Ldr, Cmbt Spt Co, Inf Bn	I	2	06	9A, B	20
18.	Supply Plat Ldr, Sup & Svc Co, Inf Div (M)	Q	2	07	1C	2
19.	Supply Plat Ldr, Sup & Svc Co, Inf Div	Q	2	07	9C	2
20.	Cl. I & VI Sec Ldr, Sup & Svc Co, Inf Div (M)	Q	2	07	1C	3
21.	Cl I & VI Sec Ldr, Sup & Svc Co, Inf Div	Q	2	07	9C	3
22.	Cl I & III Sup Plat Ldr, Supply Co, Abn Div	Q	2	07	82C	3
23.	Cl III Sec Ldr, Sup & Svc Co, Inf Div (M)	Q	2	07	1C	4

A. (contd)

	Identifiers and Position Codes				
	Branch	Auth Grade	Posn Code	Units	Ident. Nrs.
24. Cl III Sec Ldr, Sup & Svc Co, Inf Div	Q	2	07	9C	4
25. Cl II, IV & VII Sec Ldr, Sup & Svc Co, Inf Div (M)	Q	2	07	1C	5
26. Cl II, IV & VII Sec Ldr, Sup & Svc Co, Inf Div	Q	2	07	9C	5
27. Cl II & IV Plat Ldr, Supply Co, Abn Div	Q	2	07	82C	4
28. Chf, CIF Sup Sec, Sup & Svc Co, Inf Div (M)	Q	W	07	1C	6
29. Chf, CIF Sup Sec, Sup & Svc Co, Inf Div	Q	W	07	9C	6
30. Support Plat Ldr, Hq Co, Inf Bn (M)	I	2	08	1A, B	14
31. Support Plat Ldr, Hq Co, Inf Bn	I	2	08	9A, B	14
32. Support Plat Ldr, Hq Co, Inf Bn (Abn)	I	2	08	82A, B	16
33. Co Spt Plat Ldr, Airdrop Equip & Sup (AES) Co, Airmbl Div	Q	2	09	101Q	4
34. Div AD Spt Plat Ldr, AES Co, Airmbl Div	Q	2	09	101Q	2
35. Bde AD Spt Plat Ldr, AES Co, Airmbl Div	Q	2	09	101Q	6
36. Sup & Maint Plat Ldr, AES Co, Abn Div	Q	2	09	82D	3
37. Packing Plat Ldr, AES Co, Abn Div	Q	2	09	82D	5
38. Airdrop Plat Ldr, AES Co, Abn Div	Q	2	09	82D	6
39. Prcht & Textile Rep Plat Ldr, Airdrop Equip Rep & Sup (ADERS) Co (GS/DS) (non-div)	Q	2	09	18E	2,3
40. Airdrop Sup & Svc Plat Ldr, ADERS Co (non-div)	Q	2	09	18E	8
41. Air Equip Repair Technician, AES Co, Abn Div	Q	W	10	82D	4
42. AD Equip Repair Technician, AES Co, Airmbl Div	Q	W	10	101Q	5
43. Prchtd Textile Rep Sec Chief, ADERS Co (non-div)	Q	W	10	18E	4-7
44. Airdrop Technician, AES Co, Abn Div	Q	W	10	82D	7
45. AD Tech (Div Spt), AES Co, Airmbl Div	Q	W	10	101Q	3

A. (contd)

		Identifiers and Position Codes				
		Branch	Auth Grade	Posn Code	Units	Ident. Nrs.
46.	AD Tech (Bde Spt), AES Co, Airmbl Div	Q	W	10	101Q	7
47.	AD Equip Svc-Class Tech, ADERS Co (non-div)	Q	W	10	18E	9
48.	AD Sup Sec Chf, ADERS Co (non-div)	Q	W	10	18E	10
	B. COMPANY COMMANDERS AND EXECUTIVE OFFICERS					
49.	Cdr, Rifle Co, Inf Div (M)	I	3	12	1A, B	20-23
50.	Cdr, Rifle Co, Inf Div	I	3	12	9A, B	20-23
51.	Cdr, Rifle Co (Abn), Abn Div	I	3	12	82A, B	17-19
52.	XO, Rifle Co, Inf Div (M)	I	2	12	1A, B	24-26
53.	XO, Rifle Co, Inf Div	I	2	12	9A, B	24-26
54.	XO, Rifle Co (Abn), Abn Div	I	2	12	82A, B	A:10,21 B:20-22
55.	Cdr, Hq Co, Inf Bn, Inf Div (M)	I	3	13	1A, B	9
56.	Cdr, Hq Co, Inf Bn, Inf Div	I	3	13	9A, B	9
57.	Cdr, Hq Co, Inf Bn (Abn), Abn Div	I	3	13	82A, B	9
58.	XO, Hq Co, Inf Bn, Inf Div (M)	I	2	13	1A, B	10
59.	XO, Hq Co, Inf Bn, Inf Div	I	2	13	9A, B	10
60.	Cdr, Hq Co, Inf Div (M)	BI(I)	3	13	1H	34
61.	Cdr, Hq Co, Inf Div	BI(I)	3	13	9H	33
62.	Cdr, Hq Co, Abn Div	BI(I)	3	13	82H	32
63.	XO, Hq Co, Inf Div (M)	BI(I)	2	13	1H	35
64.	XO, Hq Co, Inf Div	BI(I)	2	13	9H	34
65.	XO, Hq Co, Abn Div	BI(I)	2	13	82H	33
66.	Cdr, Cmbt Spt Co, Inf Bn, Inf Div (M)	I	3	14	1A, B	15
67.	Cdr, Cmbt Spt Co, Inf Bn, Inf Div	I	3	14	9A, B	15
68.	XO, Cmbt Spt Co, Inf Bn, Inf Div (M)	I	2	14	1A, B	16
69.	XO, Cmbt Spt Co, Inf Bn, Inf Div	I	2	14	9A, B	16
70.	Cdr, Sup & Svc Co, S & T Bn, Inf Div (M)	Q	3	15	1C	1
71.	Cdr, Sup & Svc Co, S & T Bn, Inf Div	Q	3	15	9C	1
72.	Cdr, Sup Co, S & S Bn, Abn Div	Q	3	15	82C	1
73.	Cdr, Air Equip Spt Co, Abn Div	Q	3	16	82D	1
74.	Cdr, Airdrop Equip & Spt Co, Airmbl Div	Q	3	16	101Q	1
75.	Cdr, Airdrop Equip Repair & Sup (ADERS) Co (non-div)	Q	3	16	18E	1

C. BATTALION COMMANDERS AND STAFFS

Identifiers and Position Codes

		Branch	Auth Grade	Posn Code	Units	Ident. Nrs.
76.	Cdr, Inf Bn, Inf Div (M)	I	5	18	1A	1
77.	Cdr, Inf Bn, Inf Div	I	5	18	9A, B	1
78.	Cdr, Inf Bn (Abn), Abn Div	I	5	18	82A, B	1
79.	XO, Inf Bn, Inf Div (M)	I	4	19	1A, B	2
80.	XO, Inf Bn, Inf Div	I	4	19	9A, B	2
81.	XO, Inf Bn (Abn), Abn Div	I	4	19	82A, B	2
82.	S1, Inf Bn, Inf Div (M)	I	3	20	1A, B	3
83.	S1, Inf Bn, Inf Div	I	3	20	9A, B	3
84.	S1, Inf Bn (Abn), Abn Div	I	3	20	82A, B	3
85.	S2, Inf Bn, Inf Div (M)	I	3	21	1A, B	4
86.	S2, Inf Bn, Inf Div	I	3	21	9A, B	4
87.	S2, Inf Bn (Abn), Abn Div	I	3	21	82A, B	4
88.	S3, Inf Bn, Inf Div (M)	I	4	22	1A, B	5
89.	S3, Inf Bn, Inf Div	I	4	22	9A, B	5
90.	S3, Inf Bn (Abn), Abn Div	I	4	22	82A, B	5
91.	Asst S3 (Air), Inf Bn, Ind Div (M)	I	3	23	1A, B	11
92.	Asst S3 (Air), Inf Bn, Inf Div	I	3	23	9A, B	11
93.	Asst S3 (Air), Inf Bn (Abn), Abn Div	I	3	23	82A, B	11
94.	S4, Inf Bn, Inf Div (M)	I	3	24	1A, B	6
95.	S4, Inf Bn, Inf Div	I	3	24	9A, B	6
96.	S4, Inf Bn (Abn), Abn Div	I	3	24	82A, B	6
97.	Motor O, Inf Bn, Inf Div (M)	BI(I)*	3	25	1A, B	8
98.	Motor O, Inf Bn, Inf Div	BI(I)*	3	25	9A, B	8
99.	Motor O, Inf Bn (Abn), Abn Div	BI(I)*	3	25	82A, B	8
100.	Comm O, Inf Bn, Inf Div (M)	SC	3	26	1A, B	7
101.	Comm O, Inf Bn, Inf Div	SC	3	26	9A, B	7
102.	Comm O, Inf Bn (Abn), Abn Div	SC	3	26	82A, B	7
103.	Ln O, Inf Bn, Inf Div (M)	I	2	27	1A, B	12,13
104.	Ln O, Inf Bn, Inf Div	I	2	27	9A, B	12,13
105.	Ln O, Inf Bn (Abn), Abn Div	I	2	27	82A, B	12,13

*Motor Officer positions, actually Branch Immaterial, are considered to be filled by Infantry officers for purposes of this analysis.

D. DIVISION HEADQUARTERS

		Identifiers and Position Codes				
		Branch*	Auth Grade	Posn Code	Units	Ident. Nrs.
106.	Chief of Staff Inf Div (M) (and installation, Ft. Riley)	AM(I)	6	28	1H	1
107.	Chief of Staff, Inf Div (and installation, Ft. Lewis)	AM(I)	6	28	9H	1
108.	Chief of Staff, Abn Div	AM(I)	6	28	82H	-
109.	SGS, Inf Div (M)	BI(I)	4	29	1H	2
110.	SGS, Inf Div	BI(I)	4	29	9H	2
111.	Asst C/S (in lieu of SGS), (Abn Div)	BI(I)	4	29	82H	2
112.	LnO, Inf Div (M)	AM(I)	3	30	1H	3-5
113.	LnO, Inf Div	AM(I)	3	30	9H	3-5
114.	LnO, Abn Div	AM(I)	3	30	82H	3-5
115.	Aide (senior, to CG) Inf Div (M)	BI(I)	3	31	1H	6
116.	Aide (senior, to CG), Inf Div	BI(I)	3	31	9H	6
117.	Aide (senior, to CG), Abn Div	BI(I)	3	31	82H	6
118.	Aide, Inf Div (M)	BI(I)	2	31	1H	7-9
119.	Aide, Inf Div	BI(I)	2	31	9H	7-9
120.	Aide, Abn Div	BI(I)	2	31	82H	7-9
121.	G1, Inf Div (M)	BI(I)	5	32	1H	10
122.	G1, Inf Div	BI(I)	5	32	9H	10
123.	G1, Abn Div	BI(I)	5	32	82H	10
124.	Asst G1 (deputy), Inf Div (M)	BI(I)	4	32	1H	11
125.	Asst G1 (deputy), Inf Div	BI(I)	4	32	9H	11
126.	Asst G1 (deputy), Abn Div	BI(I)	4	32	82H	11
127.	Asst G1 (Off. Pers. Mgt), Inf Div (M)	BI(I)	3	34	1H	12
128.	Asst G1 (Off Pers Mgt), Inf Div	BI(I)	3	34	9H	12
129.	Asst G1 (Off Pers Mgt), Abn Div	BI(I)	3	34	82H	12
130.	G2, Inf Div (M), & Director of Scty, Ft. Riley	AM(I)	5	36	1H	13
131.	G2, Inf Div, & Dir of Scty, Ft. Lewis	AM(I)	5	36	9H	13
132.	G2, Abn Div	AM(I)	5	36	82H	13

*BI="Branch immaterial." AM="Arms material" (any combat arm). In these lists, branch designations in parentheses are assumed for purposes of certain analyses.

D. (contd)

		Identifiers and Position Codes				
		Branch	Auth Grade	Posn Code	Units	Ident. Nrs.
133.	Asst G2 (deputy), Inf Div (M), and Dep. Dir. of Scty, Ft. Riley	AM(I)	4	36	1H	14
134.	Asst G2 (deputy), Inf Div, and Dep Dir of Scty, Ft. Lewis	AM(I)	4	36	9H	14
135.	Asst G2, Abn Div	AM(I)	4	37	82H	14, 15
136.	Asst G2, Inf Div (M)	AM(I)	4	37	1H	15
137.	Asst G2, Inf Div	AM(I)	4	37	9H	15
138.	Asst G2, Inf Div (M)	AM(I)	3	37	1H	17
139.	Asst G2, Inf Div	AM(I)	3	37	9H	17
140.	Asst G2, Abn Div	AM(I)	3	37	82H	17
141.	Asst G2 (Air), Inf Div (M)	MI(I)	4	38	1H	16
142.	Asst G2 (Air), Ind Div	MI(I)	4	38	9H	16
143.	Asst G2 (Air), Abn Div	MI(I)	4	38	82H	16
144.	Asst G2 (Asst G2 Air) Inf Div	MI(I)	3	38	1H	18
145.	Asst G2 (Asst G2 Air) Inf Div	MI(I)	3	38	9H	18
146.	Asst G2 (Asst G2 Air), Abn Div	MI(I)	3	38	82H	18
147.	63, Inf Div (M)	AM(I)	5	39	1H	19
148.	G3, Inf Div	AM(I)	5	39	9H	
149.	G3, Abn Div	AM(I)	5	39	82H	-
150.	Asst G3 (E, deputy) Inf Div	AM(I)	4	39	9H	19
151.	Asst G3 (E, deputy), Abn Div	AM(I)	4	39	82H	20
152.	Asst G3 (E, Plans & Ops), Inf Div	AM(I)	4	40	1H	21
153.	Asst G3 (Plans), Inf Div (M)	AM(I)	4	41	1H	22
154.	Asst G3 (Plans), Inf Div	AM(I)	4	41	9H	20
154.	Asst G3 (Plans) (and Airspace Control), Inf Div	AM(I)	3	41	9H	24
155.	Asst G3 (Ops), Inf Div (M)	AM(I)	4	42	1H	20
156.	Asst G3 (Op), Inf Div (M)	AM(I)	3	42	1H	24
157.	Asst G3 (Ops), Inf Div	AM(I)	4	42	9H	22
158.	Asst G3 (Ops), Abn Div	AM(I)	4	42	82H	23
159.	Asst G3 (Trng), Inf Div	AM(I)	4	43	9H	21

D. (contd)

Identifiers and Position Codes

		Branch	Auth Grade	Posn Code	Units	Ident. Nrs.
160.	Asst G3 (Trng), Abn Div	AM(I)	4	43	82H	21
161.	Asst G3(Air), Inf Div (M)	AM(I)	4	44	1H	23
162.	Asst G3 (Air), Inf Div	AM(I)	4	44	9H	23
163.	Asst G3 (Air), (Abn Div)	AM(I)	3	44	82H	22
164.	G4, Inf Div (M)	BI(I)	5	45	1H	25
165.	G4, Inf Div	BI(I)	5	45	9H	25
166.	G4, Abn Div	BI(I)	5	45	82H	-
167.	Asst G4 (deputy), Inf Div (M)	BI(I)	4	45	1H	26
168.	Asst G4 (Plans & Ops), Inf Div	BI(I)	4	45	9H	27
169.	Asst G4 (deputy), Abn Div	BI(I)	4	45	82H	25
170.	Asst G4 (Supply), Inf Div (M)	BI(I)	4	46	1H	27
171.	Asst G4 (Supply), Inf Div	BI(I)	4	46	9H	26
172.	Asst G4 (Supply), Abn Div	BI(I)	3	46	82H	27
173.	Asst G4 (Maint), Inf Div (M)	BI(I)	3	47	1H	28
174.	Asst G4 (Maint), Inf Div	BI(I)	3	47	9H	28
175.	Asst G4 (Maint), Abn Div	BI(I)	4	47	82H	26
176.	G5, Inf Div (M)	AM(I)	5	49	1H	29
177.	G5, Inf Div	AM(I)	5	49	9H	29
178.	G5, Abn Div	AM(I)	5	49	82H	28
179.	AG, Inf Div (M)	AG	5	50	1H	-
180.	AG, Inf Div	AG	5	50	9H	30
181.	AG, Abn Div	AG	5	50	82H	29
182.	Div Prcht O, Abn Div	Q	4	53	82D	1
183.	Avn O, Inf Div (M)	BI(I)	5	54	1	-
184.	Avn O, Inf Div	BI(I)	5	54	9H	31
185.	Avn O, Abn Div	BI(I)	5	54	82	-
186.	Hq Cmdt, Inf Div (M)	AM(I)	4	56	1H	33
187.	Hq Cmdt, Inf Div	AM(I)	4	56	9H	32
188.	Hq Cmdt, Inf Div	AM(I)	4	56	82H	31

OFFICER POSITIONS SURVEYED (Cont'd)

PART II - POSITIONS IN SUPPLEMENTAL AND PRE-TEST SURVEYS WHICH DUPLICATE THOSE IN ORGANIZATIONAL SURVEYS

	Identifiers and Position Codes			
	Branch	Auth Grade	Posn Code	Ident Nr.
14 Wpns Plat Ldr, Rif Co, Inf Div	I	2	05	LD-05
50 Cdr, Rifle Co, Inf Bn, Inf Div	I	3	12	LD-02, 03
53 XO, Rifle Co, Inf Bn, Inf Div	I	2	12	LD-01, 04
89 S3, Inf Bn, Inf Div	I	4	22	LD-53
104 LnO, Inf Bn, Inf Div	I	2	27	LD-55

OFFICER POSITIONS SURVEYED (Cont'd)

PART III - POSITIONS ONLY IN ORGANIZATIONAL SURVEYS AND PRE-TESTS

		Identifiers and Position Codes			
		Branch	Auth Grade	Posn Code	Ident Nr.
189.	Rifle Plat Ldr, Separate Inf Bn (special)*	I	2	01	3I-05**
190.	Rifle Co Cdr, Separate Inf Bn (special)*	I	3	12	3I-03**
191.	Cdr, Spt Co,(special), Sep Inf Bn (special)*	I	3	12	3I-04**
192.	Cdr, Hq Co,Separate Inf Bn (special)*	I	2	13	3I-06**
193.	XO,Hq Co, Separate Inf Bn (special)*	I	2	13	3I-06**
194.	Cdr, Hq Co, S&TBn, Inf Div	Q	3	13	RS-01
195.	Cdr, Hq Co, Tp Cmd, MDW	AM(I)	4	13	MDW-6**
196.	Cdr, Hq Co, Avn Bn, Inf Div	BI(I)	3	13	LD-48
197.	Cdr, Bde, Inf Div	I	6	18	LD-21
198.	XO, Bde, Inf Div	I	5	19	LD-22
199.	S1, Bde, Inf Div	I	4	20	LD-27
200.	S1, Bde, Abn Div	I	4	20	BW-03
201.	Asst S1, Bde, Abn Div	I	3	20	BW-04
202.	S1, Separate Inf Bn (special)*	I	3	20	3I-01**
203.	S1, Davison Army Airfield	BI(I)	4	20	SW-58
204.	S1, Avn Bn (sep)	BI(I)	3	20	LD-35
205.	S2, Aviation Bn, Inf Div	BI(I)	3	21	LD-51
206.	S2, Bde, Inf Div	BI(I)	4	21	LD-28
207.	Asst S2, Bde, Avn Div	MI(I)	3	21	BW-06
208.	S3, Bde, Inf Div	I	4	22	LD-23
209.	Asst S3, Bde Abn Div	I	3	22	BW-07
210.	S4, Bde, Inf Div	BI(I)	4	24	LD-24
211.	S4, Bde, Abn Div	BI(I)	4	24	BW-09
212.	Asst S4, Bde, Abn Div	BI(I)	3	24	BW-10
213.	Asst S4, Bde, Inf Div	BI(I)	3	24	LD-26
214.	S4, Sep Inf Bn (special)*	BI(I)	3	24	3I-02**
215.	C&E O, Bde, Abn Div	Sig	4	26	BW-13
216.	C&E O, Bde, 1st Div	Sig	4	26	LD-25
217.	SGS, Hq Test & Eval Cmd, Aberdeen Pr Gd	BI(I)	4	29	SS-25
218.	Chf, Visitors Bureau, Inf School	BI(I)	4	29	SW-71
219.	Visitors Bureau O, Inf School	BI(I)	3	29	SW-70
220.	Aide (to MG), QM Center & School	Q	3	31	SW-48

* 1st Bn (Reinf), 3d Inf (The Old Guard), with TOE modified for special duties in Washington Area

** Pre-test

PART III - Continued

		Identifiers and Position Codes			
		Branch	Auth Grade	Posn Code	Ident Nr.
221.	Director, Pers & Adm, 593 Spt Gp, Ft.Lewis	BI(Q)	5	32	LD-20
222.	Ch, Plans & Programs, ODCSPER, Hq MDW	BI(I)	5	32	MDW-22**
223.	Asst G1 (Pers Mgt), JFKCENMA, Ft. Bragg	BI(I)	4	34	BS-01
224.	Ch, P&O Div, ODCSOPS, Hq MDW	BI(I)	5	40	MDW-1**
225.	Ch, P&O Div, ODCSLOG, Hq MDW	BI(Q)	5	45	MDW-3**
226.	Dep G5, JFKCENMA, Ft Bragg	BI(I)	4	49	BS-04
227.	Dep AG, Hq MDW	AGC	5	50	MDW-5**
228.	IG, Inf Div and Ft. Lewis	BI(I)	5	51	LD-10
229.	IG, Inf Div (M) and Ft. Riley	BI(I)	5	51	RW-07
230.	IG, Abn Div	BI(I)	5	51	BW-11
231.	Asst IG, Inf Div (M) and Ft. Riley	BI(I)	5	51	RW-08
232.	Asst IG, Abn Div	BI(I)	4	51	BW-12
233.	Cdr, Sig Bn, and C-E Off, Hq Inf Div	Sig	5	52	LD-6
234.	Staff Avn O, Hq MDW	BI(I)	5	54	MDW-4**
235.	Staff Avn O, Hq Cmd, Avn Cen, Ft. Rucker	BI(I)	4	54	23-10
236.	Asst Div Avn O, Inf Div	BI(I)	4	54	LD-31
237.	Div Avn Safety O, Inf Div (M)	BI(I)	4	54	RS-03
238.	Avn O, Bde, Inf Div	BI(I)	3	54	LD-30
239.	Info O, Hq Inf Div and Ft. Lewis	BI(I)	5	55	LD-09
240.	Cdr, Civil Affairs Group (Abn)	BI(I)	6	57	BS-06
241.	XO, Civil Affairs Group (Abn)	BI(I)	5	57	BS-07
242.	S3, Civil Affairs Group (Abn)	BI(I)	5	58	BS-08
243.	Asst S3, Civil Affairs Group (Abn)	BI(I)	4	58	BS-10
244.	Cdr, PsyOp Group	BI(I)	6	61	BS-11
245.	S3, PsyOp Group	BI(I)	5	62	BS-13
246.	Cdr, Div Support Command, Inf Div (M)	BI(I)	6	65	RW-09
247.	Cdr, Div Support Command, Inf Div	BI(I)	6	65	LD-15
248.	Cdr, S&T Bn, Inf Div	Q	5	67	LD-13
249.	Cdr, Maint Co, Maint Bn, Inf Div (M)	BI(Q)	3	69	RW-02
250.	Cdr, Avn Co (Assault Hel) (Sep)	BI(I)	4	70	LD-32
(2) 251.	Cdr, Avn Co, Inf Div	BI(I)	4	70	LD-49, 50
(2) 252.	Avn Maint O, Avn Bn	TC	3	71	LD-34, 47
253.	Avn Maint O (R/W), Army Airfield	TC	3	71	SW-66
254.	Avn Maint O (F/W), Army Airfield	TC	3	71	SW-67

**Pre-Test

PART III - Continued

			Identifiers and Position Codes			
			Branch	Auth Code	Posn Code	Ident Nr.
	255.	Avn Safety O, Army Airfield	BI(I)	3	72	SW-63
	256.	Avn Safety O, Avn Bn, Inf Div	BI(I)	3	72	LD-46
	257.	S2/S3, Army Airfield	BI(I)	5	73	SW-64
	258.	S3, Avn Bn	BI(I)	4	73	LD-36
	259.	S4, Avn Bn	BI(I)	3	73	LD-37
	260.	Dep Director, Plans, Trng & Scty, USA Avn Center	BI(I)	4	73	23-12
	261.	Pilot and Chief, R/W Avn Elm, Army Airfield	BI(I)	4	74	SW-65
	262.	Pilot (R/W), Army Airfield	BI(I)	2	74	SW-62
	263.	Pilot (F/W), Army Airfield	BI(I)	4	74	SW-60
(2)	264.	Writer, POI, QM School	Q	2	75	SW-45, 68
	265.	Senior Instr (Leadership Dept) Inf School	I	4	76	SW-34
(6)	266.	Instr. (Leadership Dept), Inf School	I	4	76	SW-23, 29, 33, 36,40, 44
(3)	267.	Instr (Leadership Dept: Race Relations, Contemporary Sub, etc), Inf School	BI(I)	3	76	SW-27, 38,39
	268.	Instr (Intel), Inf School	BI(I)	3	76	SW-24
	269.	Instr (Intel), Inf School	MI(I)	3	76	SW-41
	270.	Instr (Bde & Bn Ops), Inf School	I	4	76	SW-43
(4)	271.	Instr (Co & Plat Ops), Inf School	I	3	76	SW-25,27, 31, 37
	272.	Instr (Aerial Ops), Inf School	BI(I)	4	76	SW-35
	273.	Instr (Communications), Inf School	BI(I)	4	76	SW-31
	274.	Senior Instr (Cmd Maint), Inf School	I	4	76	SW-28
	275.	Instr (Ops & Trng Techniques), Inf School	I	3	76	SW-30
	276.	Instr (Civ Affairs, Gen'l), Civ Affairs School	BI(I)	4	76	BS-03
	277.	Instr (Public Works, etc) Civ Affairs School	CE	4	76	BS-02
(2)	278.	Instr (QM Sub), QM School	Q	3	76	SW-05, 07
	279.	Instr (QM Subj), QM School	Q	4	76	SW-06
	280.	Senior Instr (Inventory Mgt), QM School	Q	4	76	SW-08
	281.	Senior Instr (Depot Ops), QM School	Q	4	76	31-02
	282.	Senior Instr (Maint), QMS School	Q	4	76	SW-11
	283.	Chief Instr (Memorial Activities), QM School	Q	3	76	SW-14
	284.	Instr (Combined Arms), QM School	I	4	76	SW-09

PART III - Continued

			Identifiers and Position Codes			
			Branch	Auth Code	Posn Code	Ident Nr.
	285.	Instr (NCO Education), QM School	AM(I)	3	76	SW-12
	286.	Instr (Logistics Career), QM School	BI(I)	3	76	SW-10
	287.	Director of Instr, CBR Sch, Ft. Lewis	Chem	3	77	LB-02
	288.	Director of Instr (Maint), School Command, Ft. Lewis	BI(I)	3	77	LB-04
	289.	Director of Instr, School of Standards, Ft. Lewis	BI(I)	3	77	LD-71
	290.	Director of Instr, School Command, Ft. Lewis	BI(Q)	3	77	LB-05
	291.	Ops O, School Command, Ft. Lewis	BI(I)	3	77	LD-71
(1)	292.	Professor of Mil. Science, University	BI(I)	6	78	LD-56,57,58
	293.	Professor of Mil. Science, Dickinson College	BI(I)	5	78	SS-01
(9)	294.	Asst PMS	BI(I)	4	78	LD-62, 67, 68
	295.	Asst PMS	BI(I)	3	78	SS-05 LD-61,64,65, 70
	296.	Asst PMS (Adjt/Admin)	BI(I)	4	78	SS-02
	297.	Asst PMS (Adjt/Admin)	BI(I)	3	78	LD-60
(1)	298.	Asst PMS (w/Supply duties)	BI(I)	4	78	SS-04 LD-59,66
	299.	Asst PMS (w/Supply duties)	BI(I)	3	78	SS-03
(1)	300.	Asst PMS (w/Supply duties)	BI(Q)	3	78	LD-63,69
	301.	Dep Cdr, ROTC Region	BI(Q)	3	79	LD-40
(1)	302.	Advisor to Nat'l Guard (Div or Bde)	AM(I)	5	80	SS-19,20,21 LD-43
	303.	Advisor to Nat'l Guard (Sep Inf Bde)	I	5	80	SW-3
	304.	Advisor to Nat'l Guard (Inf Bn)	I	5	80	LD-45
	305.	Advisor to Nat'l Guard (Inf Bn)	I	4	80	LD-72
	306.	Advisor to Nat'l Guard (Team Chf, Sp Purp)	BI(I)	4	80	LD-73
(2)	307.	Advisor to Nat'l Guard (Avn Spt. Facility)	BI(I)	4	80	SW-2, SS-18
	308.	Advisor to Nat'l Guard (Div Spt Cmd)	BI(Q)	5	80	SS-16
	309.	Advisor to Nat'l Guard (Armord Car Regt)	Arm	5	80	SS-24
(1)	310.	Advisor to Nat'l Guard (Armor)	Arm	4	80	SS-14, 15

PART III - Continued

		Identifiers and Position Codes			
		Branch	Auth Code	Posn Code	Ident Nr.
311.	Advisor to Nat'l Guard (FA)	FA	5	80	SS-22
312.	Advisor to Nat'l Guard (Eng)	ENG	4	80	LD-74
313.	Advisor to Nat'l Guard (SIG)	SIG	3	80	LD-75
(3) 314.	Senior Army Advisor, State Nat'l Guard	AM(I)	6	81	SS-11, SW-1, LD-77
315.	Dep Senior Army Advisor, Ste Nat'l Guard	BI(I)	5	81	SS-17
316.	Chf, Assignment Sec, Inf Br, OPO, DA	I	5	82	SS-40
317.	Officer Assignment O, Inf Br, OPO, DA	I	5	82	SS-41
318.	Officer Assignment O, Inf Br, OPO, DA	I	4	82	SS-42
(3) 319.	Officer Assignment O, OMBr, OPO, DA	Q	4	82	SS-43,44
320.	Asst Chf, Budget Dir, Inf School	BI(I)	3	83	SW-51
321.	Management Systems O, Post, Ft. Lewis	AGC	5	84	LD-12
322.	Chf, Mgt Spt Office, Det Depot	BI(Q)	5	84	SS-10
323.	ORSA O and Team Chief, (Concepts & Studies) Cmbt Dev, Inf School	I	5	85	SW-75
(3) 324.	ORSA O, Cmbt Dev, Inf School	I	4	85	SW-72,73, 74
325.	Opns Rsch O, Test & Eval Cmd	BI(Q)	5	85	SS-30
326.	Cdr, School Cmd, Ft. Lewis	BI(I)	3	86	LB-01
327	Cdr, Student Co, Tp Cmd, QM Center & Sch	BI(Q)	3	86	SW-46
328.	Cdr, Defense Depot Mechanicsburg	Q	6	87	SS-08
329.	Director, Storage & Trans, Det Depot, M'burg	Q	6	88	SS-09
330.	Chf, Commissary Support Div, S&T Dir, Det Dep M'burg	Q	5	88	SS-11
331.	Chf, Plans, Prog & Manpower (incl CASA), Def Dep M/burg	Q	4	89	SS-11
332.	Director of Industrial Opns, Ft. Lewis	BI(Q)	6	90	LD-14
333.	Chf, P & O Div, DIO, Ft. Riley	BI(I)	4	90	RW-06
334.	Svcs O, DIO, Ft. Campbell	Q	3	91	30-20
335.	Chf, Svc Branch, DIO, Ft. Bragg	BI(Q)	4	91	BW-01
336.	Chf, Svc Dn, DIO, Ft. Lewis	Q	5	91	LD-17
337.	Dep Director, Installation Svcs, Det Dep M'burg	Q	4	91	23-05
338.	Director of Svcs, 593d Spt Gp, Ft Lewis	BI(Q)	5	91	LD-19
339.	Chf, Supply Dir, DIO, Ft. Lewis	Q	5	92	KD-16
340.	Dep Director, Pers & Community Act, Ft. Lewis	BI(I)	5	93	LD-41
341.	Commissary O, Ft. Lee	Q	4	94	31-06

PART III - Continued

			Identifiers and Position Codes		
		Branch	Auth Grade	Posn Code	Ident Nrs.
(4) 342.	Installation Club Manager, Fts Bragg, Lewis	Q	5	95	Bn-02, LD-42
343.	Installation Club Manager, Carlisle Bks	BI(Q)	4	95	SS-06
344.	Branch Mgr, Off Open Mess, Carlisle Bks	BI(Q)	4	95	SS-13
345.	Chf, Data Systems Br, QM School	Q	4	96	SW-47
346.	ADP Off(&Mgt Analyst), Hq Test & Eval Cmd	BI(Q)	5	96	SS-33
347.	ADP Off(&R&D Coordinator), Hq Test & Eval Cmd	BI(Q)	3	96	SS-32
348.	Chf, Data Center, Div Spt Cmd, Inf Div (M)	BI(Q)	4	96	RS-02
349.	ADP Tech, Div Spt Cmd, Inf Div (M)	AG	W	96	RW-01
350.	Logistics Staff O, Hq First Army	BI(Q)	3	97	31-22
351.	R&D Coordinator, Natick Labs	Q	4	98	30-17
352.	Chief, Inf Human Rsch Unit, Ft. Benning	I	5	98	26-17
(3) 353.	Svc Test O, Inf Bd	I	5	99	SW-53, 54, 55
(3) 354.	Svc Test Project O, Inf Bd	I	4	99	26-11, SW-52, 56
355.	Svc Test Project O, Inf Bd	I	3	99	26-14
356.	Test & Eval Coord, Opn Test & Eval Agency	BI(Q)	5	99	30-13
357.	Test & Eval Project Monitor (C&E), Test & Eval Cmd	Sig	4	99	SS-26
358.	R&D Coordinator, Test & Eval Cmd	BI(I)	5	99	SS-27
359.	R&D Coordinator, Test & Eval Cmd	BI(Q)	5	99	SS-28
360.	Chf, Test Policy Dir, Test & Eval Cmd	BI(I)	5	99	SS-31
361.	Project Off (Air Def), Test & Eval Cmd	ADA	5	99	SS-29
362.	Cdr, Sig Gp (with Installation C-E Staff functions), Ft. Lewis	Sig	6	00*	LD-07
363.	Mortuary O, Ft. Lewis and 9th Div	Q	3	00*	LD-39
364.	Chf, Office Mgt, Hq 9th Div & Ft. Lewis	AGC	3	00*	LD-08

* NOTE: The "00" category, unlike the other position code numbers, is not a coherent group of similar type positions but, because of a two-digit coding limitation, is for "miscellaneous" or "other" and includes the three different type positions listed. This must be taken into account in computerized position groupings.

APPENDIX G

FREQUENCY OF APPLICATION OF JOB CONTENT MODULES IN SURVEY
(Number of Times Each Applied, by Grade, Out of Total of 518 Officers)

MODULE	No. of Off Atzd Grade	APPLICATIONS TO OFFICERS SURVEYED 19 COL	69 LTC	129 MAJ	138 CPT	143 LT	10 WO	518 TOTAL
O-A-1		6	12	12	53	28	1	112
O-A-2		8	56	110	87	5		265
O-A-3		12	11	3	42	1		69
O-A-4		11	15	7	4			37
O-A-5		7	46	42	40		1	136
O-A-6				5	13			18
O-A-7			4	5	16			25
O-A-8		2	2	6				10
O-A-9				5	1			6
O-A-10 (Note[a])			3	5	17	29		54[a]
O-A-11 (Note[a])			2	2	14	29		47[a]
O-B-1			5	8	10			23
O-B-2			7	8	13			28
O-B-3			4	6	10			20
O-B-4			2	3				5
O-C-1			3	7	8	2		20
O-C-2			4	7	8	1		20
O-C-3								0
O-C-4								0
O-C-5				3	2			5
O-C-6 (Note[b])				1				1

[a]Note: O-A-10 and O-A-11 were added 7 September 1973. Tested primarily in 1st Inf Div (M). Not available for organizational surveys in 9th Inf Div and 82d Abn Div. If available throughout the surveys, it is estimated that the figures for these two modules would approximately have tripled.

[b]Note: Module O-C-6 was added on the spot, 13 September 1973, to meet demand in the 1st Inf Div (M). Not available elsewhere. If available in the 9th and 82d Divisions it likely would have been taken at least once (by "G2 Air") in each of those division headquarters.

MODULE	No. of Off Atzd Grade	APPLICATION TO OFFICERS SURVEYED 19 COL	69 LTC	129 MAJ	138 CPT	143 LT	10 WO	518 TOTAL
O-D-1			5	17	6	2		30
O-D-2			5	18	4	1		28
O-D-3			2	4	8	1		15
O-E-1		9	18	20	63	123	8	241
O-E-2		4	14	33	11	2		64
O-E-3			4	18	4			26
O-F-1		3	2	5	44	29		83
O-F-2		1	3	7	12			23
O-F-3		1	3	5	12			20
O-F-4		1	4	3	3			11
O-F-5		1	5	8	11			25
O-F-6				1	9			10
O-F-7				1	1			2
O-F-8			1					1
O-F-9								0
O-G-1				4	4	1		9
O-G-2		1	1					2
O-H-1			3	1	1			5
O-H-2		1	2	1				4
O-H-3		1		1				2
O-I-1				1	1			2
O-I-2			1	1				2
O-J-1			2	5	1	1		9
O-J-2			3	8	11			22
O-J-3			2	5	3			10
O-J-4					4			4

MODULE	No. of Off Atzd Grade	APPLICATION TO OFFICERS SURVEYED 19 COL	69 LTC	129 MAJ	138 CPT	143 LT	10 WO	51 TOTAL
0-J-5				2	2			4
0-K-1			3	2				5
0-K-2			5	5				10
0-K-3 (Note[C])			1	1				2
0-L-1			2	4	1			7
0-M-1			3	2	1		1	7
0-N-1		4	1	24	29			58
0-N-2		5	1	7	8			21
0-O-1		3	3		2			8
0-U-1		1	8		22	61		92
0-U-2						18		18
0-U-3						5		5
0-U-4						4		4
0-U-5						5		5
0-W-1		1			4	6		11
0-W-2					3	2		5
0-W-3			1	2	4			7
0-W-4					6	9		15
0-W-5			3	2				5
0-W-6								0

[C]Note: Module 0-K-3 was added on the spot, 15 October 1973, to meet demands at Hq, Test and Evaluation Command. Not available elsewhere. If available, it likely would have been taken by one other officer (LTC).

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	APPLICATION TO OFFICERS SURVEYED						
MODULE	No. of Off Aztd Grade	19 COL	69 LTC	129 MAJ	138 CPT	143 LT	10 WO	518 TOTAL
O-W-7		3	10	7	1			21
O-W-8				4	2	2		8
O-W-9								0
O-X-1			6		21	84		111
O-X-2		2	11	25	33	37	7	115
O-X-3				2	7	1		10
O-X-4				3		1		4
O-FF-1				1				1
O-FF-2					1			1
O-FF-3			2	2				4
O-FF-4						1		1
O-FF-5								0
O-FF-6		2	2	2				6
O-FF-7								0
O-FF-8					1			1
O-FF-9								0
O-HH-1				1	1			2
O-HH-2		1	2		3	4		10
O-HH-3		1	2	1	4	11	2	21
O-HH-4						2	1	3
O-HH-5						1	2	3
O-HH-6					1	2	2	5
O-HH-7						2	1	3
O-HH-8		1		1	1	1	2	6
O-HH-9		2	2		1	5	1	11

APPENDIX H

SAMPLE COMPOSITE DUTY MODULE SURVEY FORMS

This Appendix contains composite forms for the following ten experimental officer duty modules--each showing the frequency and distribution of task applications for the total number of officers applying the module, plus AIR annotations or the results as appropriate.

O-A-1

O-A-2

O-A-5

O-A-10

O-A-11

O-E-1

O-F-1

O-U-1

O-X-1

O-X-2

(Note: These modules were the ten having the highest application frequencies. They illustrate the process used in making and evaluating composites for the duty modules in the experimental set.)

AIR Duty Module Survey Form Composite for 111 Officers
All Grades

Identification No _____

Date 2 July 1973

PERCENTAGES

DUTY MODULE O-A-1 Performs unit administration	N/A	Direct				
a. Prepare administrative SOPs and instructions.	0	16	16	55	11	2
b. Monitor security of classified documents.	15	15	24	27	12	9
c. Prepare and review administrative correspondence, memoranda, and reports.	1	14	13	57	13	2
d. Prepare and review morning report, unit journal, and historical records.	8	24	33	24	5	6
e. Administer unit funds.	13	17	27	17	22	4
f. Collect and distribute personal mail.*	25	28	41	4	0	2
g. Establish and operate message center.	50	18	23	4	0	5
h. Screen incoming correspondence and route for action or information.	15	23	16	29	9	8
i. Establish and operate suspense system.	20	22	24	18	12	4
j. Authenticate orders and official correspondence for commander	36	14	8	14	24	4
k. Establish and post files, records, and regulations.*	14	36	32	14	3	1
l. Review, interpret and apply directives and information.	6	16	14	41	20	3
m. Prepare daily bulletin or similar publication.*	63	13	13	7	0	4

*AIR REVIEW: Consider rewording tasks f, k, and m, to parallel more closely the wording and frame of reference of the other tasks. This should move the application column of distribution to the right, more like the other tasks. Module validated otherwise.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) Most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form — Composite for 266 Officers — Identification No _____

Date 12 June 1973 — All grades

DUTY MODULE O-A-2 Performs general administration	N/A	PERCENTAGES Direct	Supervise	Do and Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.	10	9	10	45	16	10
b. Monitor security of classified documents.	33	8	16	22	10	11
c. Prepare and review administrative correspondence, memoranda, and reports.	6	8	6	53	22	5
d. Establish and operate a distribution system for messages, correspondence, and documents.	35	16	22	13	3	11
e. Screen incoming correspondence and route for action or information.	24	10	16	25	18	7
f. Establish and operate suspense system.	21	15	23	18	17	6
g. Authenticate orders and official correspondence.	48	4	6	15	17	10
h. Establish and post files of records and regulations	20	17	36	12	11	4
i. Review, interpret and apply directives and information.	8	6	6	50	27	3
j. Schedule appointments, conferences, and other such activities.	19	9	11	32	23	6
k. Provide for reproduction and duplication services.	48	15	8	6	5	8

AIR REVIEW: Validated.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Date 12 June 1973 Composite for 135 Officers

Identification No _____

DUTY MODULE O-A-5 Supervises a staff section, detachment, or office	N/A	PERCENTAGES				
		O				
a. Gather, interpret and apply pertinent directives and information.	2	12	10	62	9	5
b. Organize personnel and other resources into functional elements to accomplish mission.	5	13	11	50	12	9
c. Prescribe standing operating procedures for internal functioning.	4	8	14	49	8	7
d. Schedule and allocate work, assign priorities, issue guidance.	2	13	10	51	22	3
e. Monitor, review and evaluate work.	2	8	10	46	33	2
f. Operate a system for filing, retrieval, display and reporting of information. *	6	24	39	21	7	3
g. Provide for office services and clerical support.	26 (9	25	29	12	4	4
h. Monitor safeguarding classified information and other aspects of internal security.		15	17	27	13	10
i. Motivate, evaluate, and counsel subordinates.	2	5	4	40	48	1

*
AIR REVIEW: Consider changing Task f to "Establish and manage a system for ...", in order to parallel more clarity the wording and frame of reference of the other tasks. Module validated otherwise.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some applicability	(3) Moderate applicability	(4) Applicable to my job
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form Composite for 54 officers
Date 7 September 1973 All grades, but mostly Cpts and Lts.

Identification No _____

DUTY MODULE: O-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems		PERCENTAGES				
		Direct	Supervise	Indirect Supervise	Do	Assist
a. Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.	2	6	0	56	37	0
b. Investigate and seek information to counsel, advise, or assist subordinates.	0	4	2	56	39	0
c. Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.	0	6	2	50	41	2
d. Evaluate subordinates.	4	7	0	50	37	2

AIR REVIEW: Validated. This module was tested in the 1st Inf Div (M) at Fort Riley but not available during the earlier surveys in the 9th and 82nd Division. If the module had been available in these two divisions, it is estimated that similar application patterns as above will have pertained, approximately tripling the number shown at the top.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE.

	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Date: 7 September 1973

Composite for 47 Officers
All Grades, but mostly Cpts and Lts

Identification No. _____

PERCENTAGES

DUTY MODULE : O-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit	N/A	Direct	Supervise	Supervise & Direct	Co	Assist
a. Conduct "motor stables" or similar activity for the care and maintenance of vehicles and associated equipment.	4	19	36	34	0	6
b. Monitor care and maintenance of weapons and other equipment.	6	15	30	43	6	0
c. Monitor care and maintenance of facilities, grounds, and installation property in unit custody.	4	17	36	26	9	9
d. Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.	2	11	26	49	9	4
e. Perform maintenance record administration in unit.	15	13	32	19	9	13
f. Conduct inspections of troops, materiel, and facilities.	2	4	4	60	19	11

AIR REVIEW: Validated. This module was tested in the 1st Inf Div (M) at Fort Riley but not available during the earlier surveys in the 9th and 82nd Division. If the module had been available in those two divisions, it is estimated that similar applications as above would have pertained, approximately tripling the number shown at the top.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?
   a. In actual or simulated combat operations and support?
   b. In garrison and other than a?

(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE
   a. In actual or simulated combat operations and support?
   b. In garrison and other than a?

(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO THE JOB
   A. In actual or simulated combat operations and support?
   b. In garrison and other than a?

(1) Least critical	(2) Average	(3) Critical	(4) The most critical

AIR Duty Module Survey Form

Identification No. _____

Date 7 August 1973 Composite for 241 Officers

PERCENTAGES

DUTY MODULE O-E-1 Trains troops and/or civilian employees in units and activities N/A	Direct	Supervise	Coordinate Subordinates	Do	Assist
a. Prepare training schedules in accordance with higher training programs and directives. (23)	11	17	24	10	16
b. Prepare lesson plans and plans for other training activities (10)	16	15	38	16	6
c. Arrange for training areas, training materials and aids. (9)	18	20	32	11	10
d. Conduct group instruction. (8)	9	11	53	16	3
e. Conduct demonstrations. (17)	12	19	40	9	4
f. Conduct individual on-the-job training. (16)	16	31	28	5	4
g. Conduct practical applicatory team training. (19)	13	26	31	6	5
h. Manage range firing. (23)	12	18	24	17	6
i. Conduct physical training. (19)	11	18	40	7	4
j. Conduct unit operational training exercises. (22)	9	9	39	11	11
k. Monitor and inspect training. (7)	5	11	46	29	3
l. Test and evaluate training status and proficiency. (22)	6	9	35	20	9
m. Post training records and submit training reports. (34)	14	22	12	7	11

AIR REVIEW: Validated.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE?

	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form Composite for 83 Officers Identification No. _____

Date 18 June 1975

DUTY MODULE 0-1-1 Performs supply operations at consumer unit level	N/A	Direct	Supervise	Supervise & Direct	Do	Assist
		PERCENTAGES				
a. Prepare supply SOP and directives.	4	17	33	37	4	6
b. Determine requirements and prepare requisitions.	5	25	34	27	4	6
c. Arrange for drawing and turn-in of supplies, equipment and weapons.	7	31	40	19	0	2
d. Store, secure, control and issue supplies, equipment and weapons.	5	25	47	22	0	1
e. Prepare unit property and supply records and reports.	10	34	37	17	0	2
f. Prepare individual clothing and equipment records.	13	39	43	4	0	1
g. Inspect conditions and verify quantities of organizational equipment, weapons and supplies.	4	12	13	58	13	0
h. Prepare reports of survey and droppage certifications.	10	22	36	25	7	0
i. Process items for repair and salvage.	12	40	42	5	0	1
j. Arrange for laundry and dry cleaning services and footgear repair.	11	45	37	5	0	2

AIR REVIEW: Validated.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some tasks	(3) Majority of tasks	(4) All tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-20%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Identification No. _____

Date: 16 July 1973

Composite for 92 Officers

DUTY MODULE 0-U-1 Directs and controls tactical employment of unit **	N/A	PERCENTAGES				
		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
a. Interpret orders, obtain intelligence and other information pertaining to mission.	10	5	3	40	33	9
b. Evaluate TEWT* factors, reconnoiter physically or by use of maps and photos, and make estimate of situation.	14	5	3	40	33	4
c. Plan disposition and employment of unit.	10	7	1	36	33	14
d. Arrange for and coordinate fire support.	19	3	8	34	27	10
e. Issue orders to carry out unit's mission.	11	2	2	34	45	7
f. Inform own, superior, subordinate, and adjacent units on situation.	8	2	3	39	41	7
g. Coordinate with friendly units and civil authorities.	11	5	3	41	28	11
h. Evaluate operations progress and modify orders as the situation warrants.	14	2	1	33	38	12
i. Check personnel, weapons, equipment and supplies, and prepare for further operations.	3	5	15	55	16	4
j. Plan and employ communications.	8	9	16	52	11	4
k. Establish local security.	5	11	28	39	15	11
l. Motivate personnel and influence action by personal presence at critical locations.	8	4	2	33	48	5

*TEWT= Own Troops, Enemy, Weather, and Terrain

** AIR REVIEW: For clarification and to avoid improper use, consider changing Title to "Directs and controls tactical employment of combat unit or organization including Infantry or Armor maneuver elements. Module validated otherwise."

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Identification No _____

Date 13 August 1973 Composite for 112 officers

PERCENTAGES

DUTY MODULE O-X-1 Participates individually and directly in ground combat	N/A					
a. Fight enemy at close range with individual weapons or in hand-to-hand combat.	46	0	0	0	54	0
b. Use night vision equipment in combat.	39	0	0	0	66	0
c. Sense effect of fire, and adjust fire accordingly.	28	0	0	0	72	0
d. Drive vehicle in combat when regular operator is incapacitated or unavailable.	40	0	0	0	60	0
e. Employ first aid in combat.	29	0	0	0	71	0
f. Operate crew-served weapons when regular crew is depleted.	46	0	0	0	54	0
g. Operate field telephone and voice radio in combat.	12	0	0	0	88	0
h. Serve in patrols as required by the tactical situation.	43	0	0	0	57	1

AIR REVIEW: Validated. However, many young officers with no actual combat experience found it difficult or impossible to make valid time estimates (below) for this module.

* SPECIAL INSTRUCTIONS: On this form, use only the "Do" column to mark the applicable tasks above.

In Question 2, below, base your time estimate on actual combat experience, if applicable. Otherwise, you may leave time blank on this module if you feel you cannot estimate with any validity.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?	NA			

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?	NA					

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?	NA			

AIR Duty Module Survey Form

Date 29 June 1973

Composite for 115 Officers in "jump positions" (MOS SQI prefix 7)

Identification No.

DUTY MODULE 0-X-2 Participates in airborne operations as parachutist (MOS SQI prefix 7)	N/A	PERCENTAGES				
a. Make parachute jumps from aircraft with assigned weapons and equipment.	1	3	0	49	48	0
b. Disengage from parachute on landing, dispose of parachute, and assume assigned role in ground operations.	5	3	0	44	48	1
c. Prepare airborne marshalling plans, personnel checklists, and aircraft loading plans.	31	6	11	27	7	18
d. Oversee loading of personnel and equipment into aircraft in tactical configuration for airborne operations.	31	5	14	28	6	15
e. Control troops aboard aircraft in flight when assigned as troop commander.	24	3	5	35	27	6

AIR REVIEW: Validated.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1)	(2)	(3)	(4)
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1)	(2)	(3)	(4)	(5)	(6)
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1)	(2)	(3)	(4)
A. In actual or simulated combat operations and support?		Average	Critical	
b. In garrison and other than a?				

APPENDIX I

MODULAR PROFILES OF POSITION GROUPS[a]

Code/Position	Nr. of Off.	Core Modules[b]	Significant Variations[c]
01 Rifle Plat Ldr	39[e]	A-10, A-11, E-1, U-1, X-1 (X-2: Note d)	F-1 (2) (See Code 11)
02 Mortar Plat Ldr	11	A-10, A-11, E-1, U-2, X-1[d]	
03 Recon/Scout Plat Ldr	5	A-10, A-11, E-1, U-3, X-1[d]	A-1 (1), C-1 (1) F-1 (1), X-3 (1)
04 AT Plat Ldr	3	A-10, A-11, E-1, U-5, X-1[d]	
05 Weapons Plat Ldr	9	A-10, A-11, E-1, U-2, U-5, X-1	A-1 (1)
06 Redeye Sec Ldr	4 (No Abn)	A-10, A-11, E-1, U-4, X-1	F-1 (1)
07 Supply Plat Ldr (QM)	12	A-10, A-11, E-1, HH-3[d]	F-1 (1), HH-2 (4) HH-9 (4)

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[a] The position groups and their individual composition are further identified in other appendices.

[b] The "core modules" throughout this list, unless otherwise explained, are those found applicable for the majority of the officers surveyed in that position group. This is subject to an adjustment adding A-10 and A-11 to all company officers on the basis of experience with those modules in in the 1st Inf Div (M).

[c] "Significant variations" are those modules taken in significant proportion by officers surveyed (excluding a few module selections disregarded as being aberrations, indicating error or misunderstanding).

[d] Throughout this appendix the module X-2 (Abn) applies to, and only to, authorized parachutist positions (in airborne units and certain others authorized such positions) as identified by appropriate MOS prefixes in TOE or TDA. The annotation "d" means that X-2 is to be added as appropriate for such positions, without the listing of the module and its explanation having to be repeated each time.

[e] 40 officers were coded 01 for other computer runs. One of these is re-designated Code 11 for the purposes of this appendix.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
08 Support Plat Ldr (Inf Bn Hq Co)	5	A-10, A-11, E-1, HH-3[d]	X-1 (1), HH-4 (Abn)
09 Airdrop Equip Support Plat Ldr	7 (All Abn)	A-10, A-11, E-1, HH-[f], X-2	HH-3 (1), HH-4 (1), HH-6 (2), HH-7 (2), HH-8 (1), HH-9 (1)
10 Airdrop Equipment Support Unit Tech or Section Chief	7 (All Abn)	E-1, HH-[f], X-2	HH-4 (1), HH-5 (2), HH-6 (2), HH-7 (1), HH-8 (2)
11 Honor Guard Plat Ldr (Inf Rifle Plat, Special)	(1)[e]	A-10, A-11, E-1, U-1, W-2, X-1	(See code 01)
12 Rifle Co Cdr or XO	33[g]	A-1, A-3 (Cdr), A-10 A-11, E-1, F-1, U-1, X-1[d]	
13 Hq Co Cdr or XO	19	A-1, A-3 (Cdr), A-10, A-11, E-1, F-1[d]	A-4 (2), A-6 (7), U-1 (2), W-2 (2)
14 Cmbt Spt Co Cdr or XO	5 (No Abn)	A-1, A-3 (Cdr), A-10, A-11, E-1, F-1, U-1, X-1	
15 S&S or S&T Co Cdr or XO	5	A-1, A-3 (Cdr), A-10, A-11, E-1, F-1, HH-2, HH-3[d]	X-1 (1)
16 Airdrop Equip Spt Co Cdr or Exec	2 (Abn)	A-1, A-3, E-1, F-1 HH-1, X-2	HH-8 (1), HH-9 (1)
17a Honor Guard Co Cdr (Inf Rifle Co)	1[g]	A-1, A-3, A-10, A-11 E-1, F-1, U-1, W-2, X-1	(See Code 12)
17b Honor Guard (Spt) Co Cdr (Inf Cmbt Supt Co, Modified	1[g]	A-1, A-3, A-10, A-11, E-1, F-1, U-1, W-2, W-3, X-1	(See Code 14)

[f] No single HH module was taken by a majority of the various officers in the code 09 and 10 groups, but every officer in each code took at least one module from the listing HH-3 thru HH-9, with distribution as shown in the right-hand columns. Further examination shows some significant actual variations in the positions within each of these codes, the differences reflecting these different but largely similar units. This pattern indicates need to form more definitive "core" patterns by further stratifying these positions and/or consolidating pertinent "HH" modules.

[g] 35 were coded "12" for certain computer runs. Two of these positions are redesignated Code 17 for the purposes of this appendix.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
18 Cdr, Inf Bn or Bde	7	A-1, A-3, A-4, E-1, U-1, X-1[d]	A-10 (1), A-11 (1)
19 XO, Inf Bn or Bde	7	A-1, A-4, A-8[d]	E-1 (2), U-1 (1)
20 S1/Adjt or Asst	12	A-1, A-5, A-7, B-1, B-2, B-3[d]	A-6 (6), O-1 (1), W-3 (1), J-2 or 3 (1, Avn)
21 S2 or Asst, Inf Bn or Bde	8	A-2, A-5, C-1, C-2, X-3[d]	
22 S3 or Asst, Inf Bn or Bde	8	A-2, A-5, D-1, D-2, E-2, E-3[d]	B-1 (1), C-5 (1), D-3 (2), W-3
23 (Asst) S3 Air, Inf Bn or Cdr	5	A-2, D-3[d]	D-1 (1), D-2 (1), E-2 (2), H-1 (1), X-3 (2)
24 S4 or Asst, Inf Bn or Bde	11	A-2, A-5, F-2, F-3, F-5[d]	F-4 (3), F-6 (2), W-3 (1)
25 Motor O, Inf Bn or Bde	6	A-2, E-1, F-6[d]	A-5 (2)
26 Comm O, Inf Bn or Bde	8	A-2, E-1, G-1[d]	A-5 (2)
27 Ln O, Inf Bn or Bde	11	Combat: W-4[d] Garrison: Notes h and d.	Note h
28 Chief of Staff[i]	1	A-2, A-4, A-8[d]	
29 SGS[i]	6	A-2, A-5, A-9[d]	
30 Ln O[i]	4	Combat: W-4[d] Garrison: Notes f and d	Note a
31 Aide	10	W-1[d]	A-2 (5)

[h] Liaison officers in garrison usually are assigned major additional duties, typically such as Asst S1/G1, Asst S3/G3, or special projects. Their duty modules in garrison depend on and correspond to those additional locally directed assignments.

[i] Positions annoted "i" are in division or comparable headquarters.

Code/Position		Nr. of Off.	Core Modules	Significant Variations
32	G1 or Dep or Asst G1 (general)[i]	6	A-2, A-5, B-1, B-2, B-3[d]	A-7 (1), D-2 (1), E-1 (1), E-2 (1)
33	Asst G1 (Manpower)[i]	0	(Note j)	
34	Asst G1 (Pers Mgt)[1]	4	A-2, B-2[d]	B-1 (3), B-3 (2)
35	Asst G1 (Pers Svcs)[1]	0		
36	G2 or Deputy[i]	3	A-2, A-5, C-1, C-2[d]	X-4 (1)
37	Asst G2 (General)[i]	8	A-2, C-1, C-2[d]	D-1 (1), D-2 (1), E-1 (1), X-4 (3)
38	Asst G2 (Air, Recon & Surveillance)	4	A-2, C-5, C-6[k] [d] E-2, E-3	C-6 (1)[1]
39	G3 or Deputy[i]	3	A-2, A-5, D-1, D-2 [d] E-2, E-3	D-3 (1)
40	Asst G3 (General)[i]	2	A-2, D-1, E-2, [d] E-3[, 1]	W-3 (1)
41	Asst G3 (Plans)[i]	3	A-2, D-1, D-2, E-2, [d] E-3[, 1]	D-3 (1)
42	Asst G3 (Ops)[i]	4	A-2, D-1, D-2, E-2, [d] E-3[, 1]	W-3 (1)
43	Asst G3 (Trng or O&T)[i]	2	A-2, E-2 (Asst G3 Trng)[m]	

j No code 33 or 35 positions in the survey results. Conceptually the core modules for Asst G1 (Manpower) should be A-2, B-1, and for Asst G1 (Pers Svcs) should be A-2 and B-3, both plus X-2 (Abn) where applicable.

k Module C-6 was taken the only time it was available, in the 1st Inf Div (M). Conceptually it probably would have applied also to the G2 Air in each of the other two divisions. It should be reviewed for combining with Module C-5.

1 Although the officers in code groups 40, 41 and 42 nominally had in common the same core modules in this limited sampling, the positions are not the same, there being significant differences in emphasis. For example, the Asst G3 (Plans) (Code 41) focuses heavily on Module D-2, and Asst G3 (Ops) more on D-1, while the officers in Group 40 do not conform to these patterns.

m In this limited sample both officers were Asst G3 (Trng), without the organizational function, which was being handled by the G3 or Deputy or another Asst G3 (Code 40, 41 or 42). Conceptually, module E-3 would be added for an Asst G3 (O&T) having the organizational function.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
44 Asst G3 (Air)[i]	3	A-2, D-3	X-3 (1)
45 Asst G1 or Deputy or Asst G4 (General)[i]	5	A-2, A-5, F-2, F-3, F-4, F-5[d]	
46 Asst G4 (Supply)[i]	4	A-2, F-2, F-3, F-4, F-5[d]	
47 Asst G4 (Maint)[i]	2	A-2, F-3, F-5	
49 G5 or Deputy or Asst[i]	4	A-2, A-5, H-1[d]	
50 AG and Asst[i]	4	A-2, A-5, A-7, B-2[d]	W-5 (1)
51 IG and Asst[i]	4	A-2, A-5, W-5[d]	
52 Div Com-El, Off[i] (Also Sig Bn Cdr)	1	A-1, A-3[p], A-4[p], G-2[d]	
53 Div Parachute Off[i]	1	HH-1, X-2	
54 Aviation Off[n]	6	A-2, J-1, J-2 and/or J-3 Add for Avn Bn Cdr (1):	A-5 (2), J-5 (1) A-1, A-3, A-4[n]
55 IO[i]	1	A-2, A-5, O-1[d]	
56 Headquarters Commandant[n]	4	A-2, A-6[d] Add for unit cdr:	A-1, E-1, F-1[n]
57 Civ Affairs Group Cdr or XO	2	A-2, A-3, A-4, H-2[d]	A-8 (for XO)
58 CA Gp or Bn S3 or Asst	2	A-2, A-5, D-1, E-2, E-3 H-2[d]	
61 PsyOps Gp Cdr or XO	1	A-2, A-3, A-4, H-3[d]	
62 PsyOps Gp or Bn S3 or Asst	1	A-2, E-2, H-3[d]	
65 Dir Cmbt Spt Cmd Cdr or XO	2	A-1, A-3, A-4, E-1, FF-6, HH-2, HH-3, HH-8	

[n] The principal officer in this position (as distinguished from assistant) also may have unit command functions and the appropriate modules for those functions as well as his staff functions.

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Code/Position	Nr. of Off.	Core Modules	Significant Variations
67 Div S&T Bn Cdr or XO	1	A-1, A-3, A-4, E-1, FF-6, HH-2, HH-3	
69 Maint Unit Cdr			
a Avn Maint	1	A-1, A-3, A-10, A-11, E-1, F-1, J-2 and/or J-3, J-4, HH-3	
b Other	0	(Note O)	
70 Avn Unit Cdr or XO	4	A-1, A-3, A-10, A-11, E-1, F-1, J-2 and/or J-3	A-6 (1-XO)
71 Aviation Maint O	5	A-2, J-2 and/or J-3, J-4	A-5 (2), F-3 (1), J-5 (1)
72 Aviation Safety O	1	A-2, A-5, J-2 and/or J-3, J-5	
73 Aviation Unit Staff O (Other than S-1)	4	(Note p)	
a. S2/S3, Army Airfield (w/some S1 duties)	(1)	A-2, A-5, B-1, B-2, C-2, D-1, E-2, E-3, J-2 and/or J-3	
b. Dir. of Plans & Scty, Avn Center	(1)	A-2, A-5, D-1, E-2, E-3, J-2 and/or J-3	
c. S3, Avn Bn	(1)	A-2, A-5, D-1, E-2, E-3, J-2 and/or J-3	
d. S4, Avn Bn	(1)	A-2, A-5, F-2, F-3, F-5, J-2 and/or J-3	
74 Pilot (w/o other duties above)	3	(Note p)	
a. Rotary Wing	(2)	J-2	A-2 (1), A-5 (1), A-10 (1), E-2 (1)
b. Fixed Wing	(1)	J-3	
7. Writer, Doctrinal & Trng Lit	2	A-2, W-8	

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[o] The differences between an aviation unit maintenance commander and a non-aviation commander are such that this group must be further divided for duty module purposes.

[p] The code 73 and 74 groups are not sufficiently homogeneous and need to be further divided for duty module purposes.

Code/Position	Nr. of Off.	Core Modules	Significant Variations
76 Instructor	33	A-2, N-1[d] (Note Q)	A-5 (8 senior instructors) E-2 (2), W-8 (4)
77 Director of Instr, Dept Head, Head of Instructor Group, Other Faculty (other than Instructor) at Svc Schools, etc.	6	A-2, A-5, N-1	A-4 (1), A-8 (1), A-11 (1), E-1 (3), E-2 (1), W-8 (2)
78 Professor of Mil Sci or Asst PMS (Note r)	20	A-2, E-1, N-1, N-2	
		a. For PMS, add	A-1 (4), A-3 (4)
		b. For Asst w/added S1/Adjt duty:	A-1 (5), A-7 (5), B-2 (2)
		c. For Asst w/added S3 type duty:	E-2 (2)
		d. For Asst w/added S4 type duty	F-1 (4), F-2 (1)
		e. For Asst w/added IO type duty	O-1 (5)
		d.	Other A-4 (1), A-5 (3), I-1 (1), A-10 (2+)
79 Dep Cdr, ROTC Region	1	A-2, A-4, E-2, N-2	
80 Advisor, Reserve Components (Nat'l Guard or USAR)	19	A-2, A-5, E-2, W-7	Note s

[q]The instructor duty modules do not distinguish between subjects taught, either in content or level, and therefore do not alone suffice for instructor assignments and related personnel resource planning and development which must also deal with subjects taught and the qualifications needed. These additional factors could be codified in a supplemental system.

[r]Asst Professors of Military Science customarily are given one or more major functional duties besides their instructor functions. Therefore, after the "common core" modules, the remaining duty modules for each such position depend on, and correspond to, further functions assigned.

[s]Most reserve component advisors have further occupational specialties, which may further be at specified organizational levels (such as Infantry brigade advisor, etc.), which can be indicated on TDA by a combination of title, branch, MOS and grade. The "core modules" common to the group 80 alone do not provide for such distinctions. The other modules taken by the officers in this group varied widely in accordance with their further occupational specialties with the group.

Code/Position		Nr. of Off.	Core Modules	Significant Variations
81	Senior Advisor, Nat'l Gd or USAR	3	A-2, A-3, A-5, E-2, W-7	A-1 (1), A-4 (1), E-1 (1)
82	Officer Pers Mgt & Assignment O, OPO, DA	5	A-2, B-4	
83	Budget O/ Comptroller	4	A-2, I-1	
84	Management Analyst	2	A-2, A-5, I-2	A-4 (1), A-7 (1), M-1 (1)
85	ORSA Officer	5	A-2, L-1	
86	Cdr, Student Unit	2	A-1, A-3, A-10	A-6 (1), A-7 (1), A-11 (1), E-1 (1)
87	Depot Commander	1	A-3, A-4, HH-9	
88	Storage & Warehouse Opns	2	A-2, HH-9	A-5 (1), E-1 (1)
89	Depot Staff (Plans & Programs)	1	A-2, A-5, B-1, D-2, E-2, I-2, L-1	
90	Installation DIO - Director, etc.	2	A-2, A-5, F-5, FF-6	E-1 (1), F-2 (1), F-3 (1), F-4 (1)
91	Installation Director of Services (In DIO or Similar)	4	A-2, A-5, F-5	F-7 (1), FF-6 (1), HH-3 (1), HH-8 (1)
92	Installation Director of Supply (In DIO or Similar)	1	A-2, A-5, F-2, HH-2, HH-3, HH-9	
93	Installation Director of Personnel and Community Actitivies	1	A-2, A-5, B-2, B-3	
94	Commissary Officer	1	A-2, FF-1	
95	Club Officer, Director of Open Mess, etc.	4	A-2, FF-3	A-5 (2)

Code/Position	Nr. of Off.	Core Modules	Significant Variations
96 ADP Officer	5	A-2, A-5, M-1	
97 Logistics Staff Ot[t] (High level, general)	1	A-2, A-7	
98 R & D Staff O	2	A-2, K-1	A-5 (1)
99 R & D Test & Evaluation[u]	13		
a. Service Test O, etc.	(5)	A-2, K-2[d]	
b. Coord & Eval, TECOM, etc.	(8)	A-2, K-3	A-5 (1), K-1 (1) L-1 (1), K-2 (5)
00 Miscellaneous[v]	4		
a. Mortuary Officer (ID No. FLD-39)	(1)	A-2, FF-2, FF-8	
b. Chief, Office Management (in Div/Post AG Sec) (ID No. FLD-08)	(1)	A-2, A-5, A-7, B-2	
c. Director of SVCS, Spt Ap (ID No. FLD-19)	(1)	A-1, A-5, E-1, F-4, F-5, FF-6	
d. Cdr, Sig Corp (w/installation staff functions) (ID No. FLD-07)	(1)	A-3, A-4, E-1, G-2	

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[t] The one officer in this case was a logistics staff officer in Hq First Army (Posn No. 350, ID No. 31-22).

[u] The code 99 group proved not to be homogeneous. The officers fell essentially into the two sub-groups shown. Module O-K-3 was not actually taken by the majority in 99b because it was not available to five TECOM officers who took O-K-2. O-K-3 was developed on the spot at Hq TECOM, and follow-up consultations indicated it would have fitted the other five officers better than O-K-2.

[v] The 00 "Miscellaneous" group was constrained by a two-digit coding limit and not intended to be homogeneous. Separate identification of positions in this group is necessary for any analysis.

APPENDIX J

ILLUSTRATIVE COMPOSITE DUTY MODULE SETS FOR SELECTED POSITIONS

This appendix contains, in annexes, two sets of composite officer duty module survey forms, one set for the "Core Modules" for the incumbents surveyed in each of the following positions.

ANNEXES 1-9 - Cdr and XO, Inf Rifle Co. (Code 12)

(9 Modules: A-1, A-3, A-10, A-11, E-1, F-1, U-1, X-1, plus X-2 if Abn)

ANNEXES 10-17 - S3, Infantry Battalion (Code 22)

(8 Modules: A-2, A-5, D-1, D-2, D-3, E-2, E-3, plus X-2 if Abn)

AIR Duty Module Survey Form Composite Module for 33 Inf Rifle Co. Cdrs. and XOs* Identification No _____

Date 2 July 1973 (Code 12)

DUTY MODULE 0-A-1 Performs unit administration	Direct	Supervise	Do and Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.	4	1	21	5	2
b. Monitor security of classified documents.	2	6	10	6	2
c. Prepare and review administrative correspondence, memoranda, and reports.	1	4	22	6	
d. Prepare and review morning report, unit journal, and historical records.	6	14	9	3	1
e. Administer unit funds.	4	6	11	9	2
f. Collect and distribute personal mail.	9	14	1		
g. Establish and operate message center.	4	5			1
h. Screen incoming correspondence and route for action or information.	5	3	13	3	3
i. Establish and operate suspense system.	5	9	5	5	2
j. Authenticate orders and official correspondence for commander.	1	1	6	11	2
k. Establish and post files, records, and regulations.	10	11	6	3	1
l. Review, interpret and apply directives and information.	4	1	18	8	2
m. Prepare daily bulletin or similar publication.	3	2	2		2

* 16 Company Commanders and 17 Executive Officers

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Letter of no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?	1	23	8	1
b. In garrison and other than a?	0	5	25	3

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100
a. In actual or simulated combat operations and support?	11	14	6	2	0	0
b. In garrison and other than a?	3	11	7	7	3	2

3 RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?	10	18	5	0
b. In garrison and other than a?	2	10	15	6

AIR Duty Module Survey Form

Composite Module for 20 Officers
33 Inf Rifle Co. Cdrs and XOs*
(Code 12)

Identification No _____

Date 19 July 1973

DUTY MODULE 0-A-3 Exercises command authority in military justice matters	Direct	Supervise	Direct and Supervise	Do	Assist
a. Issue formal admonitions and reprimands.			6	12	
b. Prefer charges.			4	13	1
c. Appoint investigating officers, boards, and members of courts-martial.				4	1
d. Review and take command action on findings of investigating officers, courts, and boards.			1	6	1
e. Exercise authority of non-judicial punishment under UCMJ.			1	17	1

* 16 Company Commanders and 4 Executive Officers
(Other 13 XOs did not make this module applicable)

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Indicates if applicability	(2) Number of tasks	(3) Majority of tasks	(4) Average tasks
a. In actual or simulated combat operations and support?	1	11	4	4
b. In garrison and other than a?	0	7	7	5

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	15	1	3	1	0	0
b. In garrison and other than a?	7	8	3	2	0	0

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?	1	13	5	1
b. In garrison and other than a?	0	8	10	2

AIR Duty Module Survey Form

Date: 7 September 1973

Composite Module for 8 of 33 Inf Rifle Co. Commanders and Execs (Code 12)

Identification No _____

DUTY MODULE: O-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems	Direct	Supervise	Direct Supervise	Do	Assist
a. Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.			6	2	
b. Investigate and seek information to counsel, advise, or assist subordinates.			6	2	
c. Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.		1	4	3	
d. Evaluate subordinates.			6	1	

Note: Data hereon pertains to 1st Inf Division (M). This module was not yet available during the organizational surveys of the 9th and 82nd Divisions.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?	1	2	1	4
b. In garrison and other than a?	0	0	2	6

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	3	5	0	0	0	0
b. In garrison and other than a?	0	0	3	5	0	0

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?	0	4	4	0
b. In garrison and other than a?	0	2	5	1

AIR Duty Module Survey Form Composite Module for Identification No ___

Date: 7 September 1973 33 Inf Rifle Co. Cdrs and XOs (Code 1.)

DUTY MODULE : O-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit	Direct	Supervise	Command Supervise	Do	Assist
a. Conduct "motor stables" or similar activity for the care and maintenance of vehicles and associated equipment.		4	3		1
b. Monitor care and maintenance of weapons and other equipment.		3	4	1	
c. Monitor care and maintenance of facilities, grounds, and installation property in unit custody.		3	2	2	1
d. Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.		2	3	3	
e. Perform maintenance record administration in unit.	1	5	2		
f. Conduct inspections of troops, materiel, and facilities.			5	3	

*
Note: Data hereon pertain to 1st Inf Div (M).
This module was not yet available during the organizational surveys of the 9th and 82nd Divisions

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no Applicability	(2) Some of the times	(3) Majority of times	(4) Always or most times
a. In actual or simulated combat operations and support?	0	4	3	2
b. In garrison and other than a?	0	1	2	6

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	3	5	1	0	0	0
b. In garrison and other than a?	0	5	2	0	0	0

3. RELATIVE CRITICALITY OF THIS PART PRODUCED TO OVERALL JOB

	(1) Least critical	(2) Average	(3) Critical	(4) Extremely critical
A. In actual or simulated combat operations and support?	1	5	3	0
b. In garrison and other than a?	0	3	5	1

AIR Duty Module Survey Form
Date: 7 August 1973

Composite Module for
33 Inf, Rifle Co. Cdrs and XOs
(Code 12)

Identification No _____

DUTY MODULE O-E-1 Trains troops and/or civilian employees in units and activities	Direct	Supervise	Do and Supervise	Do	Assist
a. Prepare training schedules in accordance with higher training programs and directives.	2	11	12	2	4
b. Prepare lesson plans and plans for other training activities.	9	11	17	3	2
c. Arrange for training areas, training materials and aids.	6	13	8	1	5
d. Conduct group instruction.	4	7	17	4	1
e. Conduct demonstrations.	5	12	12	1	
f. Conduct individual on-the-job training.	9	12	5	1	1
g. Conduct practical applicatory team training.	5	10	10	1	1
h. Manage range firing.	4	10	11	3	3
i. Conduct physical training.	3	9	15	2	
j. Conduct unit operational training exercises.		5	14	5	4
k. Monitor and inspect training.	1	2	17	14	1
l. Test and evaluate training status and proficiency.		2	17	9	
m. Post training records and submit training reports.	6	10	7	2	4

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?	10	11	8	4
b. In garrison and other than a?	1	6	7	6

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE?

	(1) 0–9%	(2) 10–29%	(3) 30–49%	(4) 50–69%	(5) 70–89%	(6) 90–100%
a. In actual or simulated combat operations and support?	18	12	3	0	0	0
b. In garrison and other than a?	5	13	11	4	0	0

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a. In actual or simulated combat operations and support?	14	11	5	3
b. In garrison and other than a?	0	13	10	8

AIR Duty Module Survey Form
Date 18 June 1973

Composite Module for
33 Inf Rifle Co. C[illegible]s, and XOs
(Code 12)

Identification No _____

DUTY MODULE 0-1-1 Performs supply operations at consumer unit level	Direct	Supervise	[illegible]	[illegible]	Assist
a. Prepare supply SOP and directives.	4	9	11	1	5
b. Determine requirements and prepare requisitions.	9	9	7	2	3
c. Arrange for drawing and turn-in of supplies, equipment and weapons.	9	13	7		
d. Store, secure, control and issue supplies, equipment and weapons.	8	14	7		1
e. Prepare unit property and supply records and reports.	12	10	3		
f. Prepare individual clothing and equipment records.	13	12			1
g. Inspect conditions and verify quantities of organizational equipment, weapons and supplies.	3	4	19	4	
h. Prepare reports of survey and droppage certifications.	6	10	8	4	
i. Process items for repair and salvage.	13	10	1		
j. Arrange for laundry and dry cleaning services and footgear repair.	17	7			1

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) [illegible]	(2) [illegible]	(3) Majority of Tasks	(4) [illegible]
a. In actual or simulated combat operations and support?	3	11	12	3
b. In garrison and other than a?	2	7	8	12

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-24%	(3) [illegible]	(4) [illegible]	(5) [illegible]	(6) [illegible]
a. In actual or simulated combat operations and support?	13	10	5	2	0	0
b. In garrison and other than a?	9	14	5	2	0	0

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) [illegible]	(2) Average	(3) Critical	(4) [illegible]
a. In actual or simulated combat operations and support?	8	10	10	1
b. In garrison and other than a?	3	13	12	1

AIR Duty Module Survey Form
Date: 16 July 1973

Composite Modules for
33 Inf Rifle Co. Cdrs and XOs
(Code 12)

Identification No _____

DUTY MODULE O-U-1 Directs and controls tactical employment of unit	Direct	Supervise	Coord and Supervise	Do	Assist
a. Interpret orders, obtain intelligence and other information pertaining to mission.			12	11	3
b. Evaluate TEKT* factors, reconnoiter physically or by use of maps and photos, and make estimate of situation.			14	10	1
c. Plan disposition and employment of unit.			8	11	18
d. Arrange for and coordinate fire support.		2	10	8	2
e. Issue orders to carry out unit's mission.			9	13	4
f. Inform own, superior, subordinate, and adjacent units on situation.		1	11	11	3
g. Coordinate with friendly units and civil authorities.	1		13	9	3
h. Evaluate operations progress and modify orders as the situation warrants.			9	12	3
i. Check personnel, weapons, equipment and supplies, and prepare for further operations.	1	2	20	4	3
j. Plan and employ communications.	3	7	16	2	1
k. Establish local security.	2	8	12	5	
l. Motivate personnel and influence action by personal presence at critical locations.	1		10	12	5

*TEKT= Own Troops, Enemy, Weather, and Terrain

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?	1	7	7	15
b. In garrison and other than a?	NA			

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	5	6	2	10	5	2
b. In garrison and other than a?	NA					

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?	3	4	3	19
b. In garrison and other than a?	NA			

AIR Duty Module Survey Form 33 Inf Rifle Company Cdrs. and XOs** Identification No. _____

Date: 13 August 1973 (Code 12)

DUTY MODULE O-X-1 Participates individually and directly in ground combat	Do	Learned	Learned	* Do	Learned
a. Fight enemy at close range with individual weapons or in hand-to-hand combat.				13	
b. Use night vision equipment in combat.				18	
c. Sense effect of fire, and adjust fire accordingly.				19	
d. Drive vehicle in combat when regular operator is incapacitated or unavailable.				15	
e. Employ first aid in combat.				19	
f. Operate crew-served weapons when regular crew is depleted.				14	
g. Operate field telephone and voice radio in combat.				28	
h. Serve in patrols as required by the tactical situation.				15	

**Note: The other four officers chose to leave this module blank. See Special Instructions below.

* SPECIAL INSTRUCTIONS: On this form, use only the "Do" column to mark the applicable tasks above.

In Question 2, below, base your time estimate on actual combat experience, if applicable. Otherwise, you may leave time blank on this module if you feel you cannot estimate with any validity.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?	4	14	9	2
b. In garrison and other than a?	NA			

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	14	11	2	2	0	0
b. In garrison and other than a?	NA					

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?	9	8	9	3
b. In garrison and other than a?	NA			

AIR Duty Module Survey Form

Date 29 June 1973

Composite Module for Airborne Unit Officers of 33 Inf. Rifle Co. Cdrs. and XOs (Code)2)

Identification No. _____

DUTY MODULE 0-X-2 Participates in airborne operations as parachutist (MOS SQI prefix 7)	Direct	Supervise	Supervise & Direct		
a. Make parachute jumps from aircraft with assigned weapons and equipment.			4	3	
b. Disengage from parachute on landing, dispose of parachute, and assume assigned role in ground operations.			4	2	
c. Prepare airborne marshalling plans, personnel checklists, and aircraft loading plans.		1	3	2	1
d. Oversee loading of personnel and equipment into aircraft in tactical configuration for airborne operations.		1	4	2	
e. Control troops aboard aircraft in flight when assigned as troop commander.			3	4	

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1)	(2)	(3)	(4)
	[illegible]	[illegible]	[illegible]	[illegible]
a. In actual or simulated combat operations and support?	0	0	0	7
b. In garrison and other than a?	1	1	2	3

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1)	(2)	(3)	(4)	(5)	(6)
	0 [illegible]	10-20	30-40	50-60	[illegible]	81 [illegible]
a. In actual or simulated combat operations and support?	5	1	0	0	1	0
b. In garrison and other than a?	0	5	2	0	0	0

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1)	(2)	(3)	(4)
	[illegible]	Average	Critical	[illegible]
a. In actual or simulated combat operations and support?	0	3	4	0
b. In garrison and other than a?	1	3	3	0

AIR Duty Module Survey Form | Composite Module For | Identification No _____

Date: 12 June 1973 | 6 Inf Bn S3s (Code 22)

DUTY MODULE 0-A-2 Performs general administration	Direct	Supervise	Direct and Supervise	Do	Assist
a. Prepare administrative SOP's and instructions.			5		
b. Monitor security of classified documents.	1	2	2	1	
c. Prepare and review administrative correspondence, memoranda, and reports.			6		
d. Establish and operate a distribution system for messages, correspondence, and documents.	5			1	
e. Screen incoming correspondence and route for action or information,	1	2	2		
f. Establish and operate suspense system.	4	1	1		
g. Authenticate orders and official correspondence.				3	2
h. Establish and post files of records and regulations.	3	3			
i. Review, interpret and apply directives and information.	2		3	1	
j. Schedule appointments, conferences, and other such activities.	1		5		
k. Provide for reproduction and duplication services.	2	1			1

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Least applicability	(2) Some tasks	(3) Majority of tasks	(4) All tasks
a. In actual or simulated combat operations and support?	2		1	3
b. In garrison and other than a?		1	1	4

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	4	1	1			
b. In garrison and other than a?	3	2	1			

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) Most critical
A. In actual or simulated combat operations and support?	2	4		
b. In garrison and other than a?	3	1	2	

AIR Duty Module Survey Form Composite Module For Identification No _____

Date: 12 June 1973 6 Inf Bn S3s (Code 22)

DUTY MODULE O-A-5 Supervises a staff section, detachment, or office	Direct	Supervise	Do and Supervise	Do	Assist
a. Gather, interpret and apply pertinent directives and information.	1	1	3	1	
b. Organize personnel and other resources into functional elements to accomplish mission.		3	3		
c. Prescribe standing operating procedures for internal functioning.			6		
d. Schedule and allocate work, assign priorities, issue guidance.	2	1	3		
e. Monitor, review and evaluate work.	1	1	2	2	
f. Operate a system for filing, retrieval, display and reporting of information.	4		1		1
g. Provide for office services and clerical support.	3	2			1
h. Monitor safeguarding classified information and other aspects of internal security.	3		2	1	
i. Motivate, evaluate, and counsel subordinates.	1		4	1	

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?		3	1	2
b. In garrison and other than a?		2		4

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100
a. In actual or simulated combat operations and support?	4	2				
b. In garrison and other than a?	3	3				

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?	1	5		
b. In garrison and other than a?		6		

AIR Duty Module Survey Form Composite Module For 6 Inf Bn S3B Identification No _____

Date: 2 July 1973 (Code 22)

DUTY MODULE 0-D-1 Performs operations staff functions in a general staff or other coordinating staff	Direct	Supervise	Do and Supervise	Do	Assist
a Advise superior and others concerning operations matters.			1	5	
b. Prepare policy directives and SOP.			5	1	
c. Prepare and publish operation estimates and orders.			6		
d. Monitor execution of operations plans and orders and make changes as situation warrants.			3	2	1
e. Recommend task organization, missions, and areas of operation.			4	2	
f. Organize and operate tactical operation center or operations element of command post.			5	1	
g. Determine operational readiness requirements and readiness status of unit.			4	1	1
h. Recommend allocation of and authority for use of critical command resources such as replacements, special ammunition and aircraft.			3	2	1
i. Coordinate overall security of command.		3	1	1	
j. Conduct or arrange operational unit readiness inspections and tests and take action to deal with problems.		2	3		1
k. Prepare studies, reports, records, and correspondence pertaining to operations.			6		
l. Prepare and present operations briefings.			4	2	

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?			3	3
b. In garrison and other than a?		2	4	

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?			2	3	1	
b. In garrison and other than a?	3		1	2		

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?			1	5
b. In garrison and other than a?		2	4	

AIR Duty Module Survey Form

Composite Module For 6 Inf Bn S3s

(Code 22)

Date 2 July 1973

Identification No ________

DUTY MODULE O-D-2 Performs operations planning staff functions in a general staff or other coordinating staff	[illegible]	Supervise	[illegible]	[illegible]	[illegible]
a. Advise superior and others concerning overall operations planning.			3	2	1
b. Prepare policy directives and SOP.			6		
c. Prepare and publish operations estimates and plans.			6		
d. Integrate into plans the supporting planning instruments of other staff sections.		1	4	1	
e. Evaluate plans of subordinate units and take action to deal with deficiencies.			4	1	1
f. Prepare studies, reports and correspondence pertaining to operations planning.			6		
g. Coordinate planning matters within staff and higher, lower, and supporting organizations.			4	1	1
h. Prepare and present plans briefings.			4	1	1

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) [illegible]	(2) [illegible]	(3) Majority of tasks	(4) [illegible]
a. In actual or simulated combat operations and support?			3	3
b. In garrison and other than a?			2	4

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-2[illegible]	(3) [illegible]	(4) [illegible]	(5) [illegible]	(6) [illegible]
a. In actual or simulated combat operations and support?	2	3	1			
b. In garrison and other than a?	2	3	1			

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?			6	
b. In garrison and other than a?		3	3	

AIR Duty Module Survey Form Composite Module For 2 of 6 Inf Bn S3s* Identification No _____

Date: 2 July 1973 (Code 22)

DUTY MODULE 0-D-3 Performs air support staff functions in a general staff or coordinating staff	Direct	Supervise	Do and Supervise	Do.	
a. Advise superior and others concerning air support matters.		2			
b. Prepare policy directives and SOP for air-ground operations.		2			
c. Plan, request and schedule tactical and troop carrier missions.		1	1		
d. Conduct or arrange for briefings pertaining to air-ground support.		1	1		
e. Coordinate targeting and air support matters with staff, higher and lower organizations.		1	1		
f. Prepare portions of operations, orders and plans pertaining to use of tactical air and troop carrier support.		2			
g. Determine priorities for, and allocation of, air support resources.		1	1		
h. Coordinate air-ground recognition, identification, and forward air-control procedures.	1	1			
i. Prepare performance data, operations reports and records.		2			

*Note: Only two of these Officers marked this module as applicable to them. It is mainly for G3 Air and S3 Air, but could also be taken by their supervisors.

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) List of the applicable	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?	1			1
b. In garrison and other than a?	1	1		

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	1	1				
b. In garrison and other than a?	2					

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO THE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?		2		
b. In garrison and other than a?	1	1		

AIR Duty Module Survey Form Composite Module For 6 Int on S3s Identification No _____

Date: 2 July 1973 (Code 22)

DUTY MODULE O-E-2 Performs training staff functions	Direct	Supervise	Coordinate	Co	Assist
a. Advise superior concerning training matters.			5	1	
b. Formulate training goals and policies.			5		1
c. Prepare training programs, SOP, and related directives for the overall organization.		1	5		
d. Determine requirements for and allocate training ammunition and controlled training aids.	1	2	2		1
e. Coordinate use of training areas, ranges, and other training facilities.	2	2	1		1
f. Plan and coordinate training excercises.			6		
g. Prepare budget estimates for training and field exercises.			1	1	1
h. Disseminate information on current and projected training activities.			6		
i. Monitor, inspect and evaluate training performance and status.			6		
j. Plan and coordinate training tests and operational readiness tests.	1	5			
k. Post training records and submit training reports.	3	1	1		1

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) Most tasks
a. In actual or simulated combat operations and support?	2	2	1	1
b. In garrison and other than a?		1	2	3

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	5	1				
b. In garrison and other than a?		3	2	1		

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO OVERALL JOB

	(1) Extremely critical	(2) Average	(3) Critical	(4) Extremely critical
a. In actual or simulated combat operations and support?	1	4	1	
b. In garrison and other than a?		2	2	2

AIR Duty Module Survey Form Composite Module For 6 Inf Bn S3s Identification No _____

Date 2 July 1973

DUTY MODULE 0-E-3 Performs organization staff functions in general staff or other coordinating staff	Direct	Supervise	Direct Supervise	Do	Assist
a. Advise superior and others concerning organizational matters.		1	4	1	
b. Prepare policy directives and SOP.			5		1
c. Process actions concerning organization and equipment.	2	1	2		1
d. Determine requirements and priorities for structuring, manning and equipping units.	2		2	1	
e. Coordinate organizational matters within staff and with higher and lower organizations.	2		3	1	
f. Prepare studies, plans, reports and correspondence pertaining to organization.	1	1	4		
g. Prepare and present briefings pertaining to organizational matters.	1	2	2	1	

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Least critical	(2) Average	(3) Majority of time	(4) Most critical
a. In actual or simulated combat operations and support?	1 (?)	2		3
b. In garrison and other than a?	1 (?)	2		3

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	5	1				
b. In garrison and other than a?	4	2				

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?		5	1	
b. In garrison and other than a?		5	1	

AIR Duty Module Survey Form — Composite Module for 2 Abn Unit — Identification No _____

Date 29 June 1973 — Officers of 6 Inf Bn S3s (Code 22)

DUTY MODULE 0-X-2 Participates in airborne operations as parachutist (MOS SQI prefix 7)	Direct	Supervise	Direct and Supervise	D	Assist
a. Make parachute jumps from aircraft with assigned weapons and equipment.			2		
b. Disengage from parachute on landing, dispose of parachute, and assume assigned role in ground operations.			2		
c. Prepare airborne marshalling plans, personnel checklists, and aircraft loading plans.	1		1		
d. Oversee loading of personnel and equipment into aircraft in tactical configuration for airborne operations.	1	1			
e. Control troops aboard aircraft in flight when assigned as troop commander.		1	1		

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Least critical	(2) Some less critical tasks	(3) Majority of tasks	(4) All tasks
a. In actual or simulated combat operations and support?				2
b. In garrison and other than a?		1		1

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?	2					
b. In garrison and other than a?	2					

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?			2	
b. In garrison and other than a?		2		

APPENDIX K

SAMPLE COMPOSITE DUTY MODULES BY GRADE

This Appendix contains two sets of composite duty module survey forms showing the distribution of task applications by grade, one set each for officer duty modules O-A-1 and O-A-2. Each set consists of five partial composites, one for each grade Lieutenant through Colonel.

AIR Duty Module Survey Form
Date 2 July 1973

Partial Composite-For 28 Officers In Authorized Grade of Lieutenant

Identification No. _____

PERCENTAGES

DUTY MODULE O-A-1 Performs unit administration	N/A	Direct	Supervise	Direct and Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.	0	4	4	(75)	10	7
b. Monitor security of classified documents.	28	0	11	(25)	18	18
c. Prepare and review administrative correspondence, memoranda, and reports.	0	0	0	(71)	29	0
d. Prepare and review morning report, unit journal, and historical records.	14	4	(43)	14	4	21
e. Administer unit funds.	11	3	3	18	(54)	11
f. Collect and distribute personal mail.	35	4	(50)	7	0	4
g. Establish and operate message center.	(75)	0	(18)	0	0	7
h. Screen incoming correspondence and route for action or information.	29	0	11	(25)	10	(25)
i. Establish and operate suspense system.	32	0	(18)	(18)	(18)	14
j. Authenticate orders and official correspondence for commander.	28	0	7	(29)	(29)	7
k. Establish and post files, records, and regulations.	10	4	(43)	32	11	0
l. Review, interpret and apply directives and information.	10	4	14	(43)	18	11
m. Prepare daily bulletin or similar publication.	(75)	0	7	7	0	(11)

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form
Date: 2 July 1973

Partial Composite-For 54 Officers In Authorized Grade of Captain

Identification No. _____

PERCENTAGES

DUTY MODULE O-A-1 Performs unit administration	N/A	0	1-20	21-40	41-60	Average
a. Prepare administrative SOPs and instructions.	0	11	9	(64)	15	0
b. Monitor security of classified documents.	11	8	22	(40)	11	8
c. Prepare and review administrative correspondence, memoranda, and reports.	2	8	13	(66)	11	0
d. Prepare and review morning report, unit journal, and historical records.	2	19	30	(41)	8	0
e. Administer unit funds.	13	9	(34)	25	17	2
f. Collect and distribute personal mail.	17	32	(43)	4	0	2
g. Establish and operate message center.	47	17	(24)	6	0	6
h. Screen incoming correspondence and route for action or information.	0	23	11	(42)	11	4
i. Establish and operate suspense system.	11	25	(28)	23	13	0
j. Authenticate orders and official correspondence for commander.	47	9	2	11	(27)	4
k. Establish and post files, records, and regulations.	11	(44)	32	9	2	2
l. Review, interpret and apply directives and information.	6	9	8	(47)	30	0
m. Prepare daily bulletin or similar publication.	(60)	13	9	9	0	4

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All or tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-20%	(3) 21-40%	(4) 50-69%	(5) 70-[illegible]	(6) [illegible]
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO THE JOB

	(1) Less critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form — Partial Composite-For 12 Officers In Authorized Grade of Major — Identification No. _____

Date: 2 July 1973

PERCENTAGES

DUTY MODULE O-A-1 Performs unit administration	N/A	Direct	Supervise	Coord Supervise	Do	Assist
a. Prepare administrative SOP's and instructions.	0	17	(42)	33	8	0
b. Monitor security of classified documents.	0	17	(58)	17	0	8
c. Prepare and review administrative correspondence, memoranda, and reports.	0	17	33	(50)	0	0
d. Prepare and review morning report, unit journal, and historical records.	0	(50)	42	8	0	0
e. Administer unit funds.	8	33	(50)	0	8	0
f. Collect and distribute personal mail.	0	(50)	50	0	0	0
g. Establish and operate message center.	17	25	(50)	8	0	0
h. Screen incoming correspondence and route for action or information.	0	33	(42)	17	8	0
i. Establish and operate suspense system.	17	8	(50)	17	8	0
j. Authenticate orders and official correspondence for commander.	8	17	(33)	17	25	0
k. Establish and post files, records, and regulations.	8	33	(50)	8	0	0
l. Review, interpret and apply directives and information.	0	25	(42)	33	0	0
m. Prepare daily bulletin or similar publication.	33	8	(50)	8	0	0

1 DO MODULE AND TASKS APPLY TO YOUR POSITION?

a. In actual or simulated combat operations and support?

b. In garrison and other than a?

(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

a. In actual or simulated combat operations and support?

b. In garrison and other than a?

(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

A. In actual or simulated combat operations and support?

b. In garrison and other than a?

(1) Least critical	(2) Average	(3) Critical	(4) The most critical

AIR Duty Module Survey Form

Partial composite for 12 Officers in Authorized Grade of Lieutenant Colonel

Identification No. _____

Date: 2 July 1973

DUTY MODULE O-A-1 Performs unit administration	N/A	PERCENTAGES Direct	Supervise	Coordinate & Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.	0	42	(50)	8	0	0
b. Monitor security of classified documents.	8	(67)	25	0	0	0
c. Prepare and review administrative correspondence, memoranda, and reports.	0	(50)	33	17	0	0
d. Prepare and review morning report, unit journal, and historical records.	25	(50)	25	0	0	0
e. Administer unit funds.	25	(42)	25	8	0	0
f. Collect and distribute personal mail.	42	(42)	17	0	0	0
g. Establish and operate message center.	33	(50)	8	0	0	8
h. Screen incoming correspondence and route for action or information.	25	(50)	17	8	0	0
i. Establish and operate suspense system.	33	(50)	8	8	0	0
j. Authenticate orders and official correspondence for commander.	42	(33)	17	0	8	0
k. Establish and post files, records, and regulations.	42	(50)	8	0	0	0
l. Review, interpret and apply directives and information.	8	(42)	25	17	8	0
m. Prepare daily bulletin or similar publication.	42	(50)	8	0	0	0

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AHF Duty Module Survey Form — Partial Composite-For 6 Officers In — Identification No _____

Date 2 July 1973 — Authorized Grade of Colonel

PERCENTAGES

DUTY MODULE O-A-1 Performs unit administration	N/A	O	Capt to Maj	$ Maj to Lt Col	O	Asst
a. Prepare administrative SOPs and instructions.	0	67	17	17	0	0
b. Monitor security of classified documents.	17	50	33	0	0	0
c. Prepare and review administrative correspondence, memoranda, and reports.	0	67	0	33	0	0
d. Prepare and review morning report, unit journal, and historical records.	17	67	17	0	0	0
e. Administer unit funds.	0	67	33	0	0	0
f. Collect and distribute personal mail.	67	33	0	0	0	0
g. Establish and operate message center.	67	33	0	0	0	0
h. Screen incoming correspondence and route for action or information.	17	50	33	0	0	0
i. Establish and operate suspense system.	17	83	0	0	0	0
j. Authenticate orders and official correspondence for commander	17	83	0	0	0	0
k. Establish and post files, records, and regulations.	0	100	0	0	0	0
l. Review, interpret and apply directives and information.	0	67	0	33	0	0
m. Prepare daily bulletin or similar publication.	83	17	0	0	0	0

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART MODULE TO ENTIRE JOB

	(1) Little or no	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Partial Composite-For 4 Officers in Authorized Grade of Lieutenant

Identification No._____

Date 12 June 1973

PERCENTAGES

DUTY MODULE O-A-2 Performs general administration	N/A	Direct	Supervise	Do and Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.	(75)	0	0	0	(25)	0
b. Monitor security of classified documents.	50	0	0	(25)	(25)	0
c. Prepare and review administrative correspondence, memoranda and reports.	50	0	0	0	0	(50)
d. Establish and operate a distribution system for messages, correspondence, and documents.	50	0	0	0	0	(50)
e. Screen incoming correspondence and route for action or information.	25	0	0	0	(75)	0
f. Establish and operate suspense system.	25	0	0	0	(75)	0
g. Authenticate orders and official correspondence.	(100)	0	0	0	0	0
h. Establish and post files of records and regulations.	25	0	0	25	(50)	0
i. Review, interpret and apply directives and information.	25	0	0	25	(50)	0
j. Schedule appointments, conferences, and other such activities.	25	0	0	25	(50)	0
k. Provide for reproduction and duplication services.	25	0	0	0	25	(50)

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Date 12 June 1973

Partial Composite-for 86 Officers in Authorized Grade of Captain

Identification No _____

PERCENTAGES

DUTY MODULE O-A-2 Performs general administration	N/A	Direct	Supervise	Direct and Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.	13	4	2	(50)	23	8
b. Monitor security of classified documents.	50	2	8	(18)	16	6
c. Prepare and review administrative correspondence, memoranda, and reports.	8	2	4	(56)	24	6
d. Establish and operate a distribution system for messages, correspondence, and documents.	43	8	(20)	15	5	9
e. Screen incoming correspondence and route for action or information.	30	2	11	(30)	16	5
f. Establish and operate suspense system.	30	7	17	(20)	19	7
g. Authenticate orders and official correspondence.	56	2	4	12	(17)	9
h. Establish and post files of records and regulations.	23	11	(31)	19	13	3
i. Review, interpret and apply directives and information.	9	2	4	(48)	34	
j. Schedule appointments, conferences, and other such activities.	29	5	10	(27)	24	5
k. Provide for reproduction and duplication services.	(59)	10	(15)	5	7	4

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Less critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form — Partial Composite-For 112 Officers in — Identification No _____

Date 12 June 1973 — Authorized Grade of Major

PERCENTAGES

DUTY MODULE O-A-2 Performs general administration	N/A	Direct	Supervise	Organize & Coordinate	Do	Assist
a. Prepare administrative SOP's and instructions.	9	3	11	(51)	15	11
b. Monitor security of classified documents.	31	3	18	(24)	10	14
c. Prepare and review administrative correspondence, memoranda,	4	2	5	(57)	28	4
d. Establish and operate a distribution system for messages, correspondence and documents.	36	13	(23)	11	5	12
e. Screen incoming correspondence and route for action or information.	22	7	15	(26)	21	9
f. Establish and operate suspense system.	20	12	(23)	20	18	7
g. Authenticate orders and official correspondence.	49	3	8	(12)	14	14
h. Establish and post files of records and regulations.	20	12	(44)	9	12	3
i. Review, interpret and apply directives and information.	7	3	6	(53)	28	3
j. Schedule appointments, conferences, and other such activities.	16	8	9	(35)	24	8
k. Provide for reproduction and duplication services.	46	11	(20)	5	4	14

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIR Duty Module Survey Form

Date 12 June 1973

Composite for 56 Officers in Authorized Grade of Lieutenant Colonel

Identification No _____

PERCENTAGES

DUTY MODULE O-A-7 Performs general administration.	N/A					
a. Prepare administrative SOPs and instructions.	5	27	20	(30)	7	11
b. Monitor security of classified documents.	13	21	(25)	(25)	2	14
c. Prepare and review administrative correspondence, memoranda, and reports.	4	27	5	(50)	11	4
d. Establish and operate a distribution system for messages, correspondence, and documents.	25	(29)	21	16	0	9
e. Screen incomin, correspondence and route for action or information.	13	25	(27)	20	11	5
f. Establish and operate suspense system.	11	(32)	(32)	13	9	4
g. Authenticate orders and official correspondence.	36	9	5	(23)	(23)	4
h. Establish and post files of records and regulations.	16	(32)	(32)	9	5	5
i. Review, interpret and apply directives and information.	5	14	9	(50)	18	4
j. Schedule appointments, conferences, and other such activities.	13	14	14	(36)	16	5
k. Provide for reproduction and duplication services.	13	(63)	25	0	0	0

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Less critical	(2) Average	(3) Critical	(4) Extremely critical
A. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

AIII Duty Module Survey Form Composite for 8 Officers in Identification No _____

Date 12 June 1973 Authorized Grade of Colonel

DUTY MODULE O-A-2 Performs general administration	N/A	PERCENTAGES Direct	Supervision	Coordination	Other	Admin
a. Prepare administrative SOPs and instructions.	0	(50)	25	13	13	0
b. Monitor security of classified documents.	0	(63)	25	0	0	13
c. Prepare and review administrative correspondence, memoranda, and reports.	13	25	(38)	13	0	13
d. Establish and operate a distribution system for messages, correspondence, and documents.	0	(63)	25	0	0	13
e. Screen incoming correspondence and route for action or information.	0	(38)	25	13	13	13
f. Establish and operate suspense system.	13	(38)	25	13	0	13
g. Authenticate orders and official correspondence.	13	13	25	(38)	13	0
h. Establish and post files of records and regulations.	0	(63)	25	0	0	13
i. Review, interpret and apply directives and information.	0	(38)	25	25	0	13
j. Schedule appointments, conferences, and other such activities.	0	(38)	25	13	13	13
k. Provide for reproduction and duplication services.	13	(63)	25	0	0	0

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no applicability	(2) Some of tasks	(3) Majority of tasks	(4) All of tasks
a. In actual or simulated combat operations and support?				
b. In garrison and other than a?				

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat Operations and support?						
b. In garrison and other than a?						

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat Operations and support?				
b. In garrison and other than a?				

APPENDIX L

October 15, 1973/38400

MEMORANDUM FOR RECORD

SUBJECT: INTERVIEWS WITH PERSONNEL MANAGEMENT OFFICERS REGARDING OFFICER ASSIGNMENT PROCEDURES AND DUTY MODULES

1. Introduction

In the course of the officer duty module surveys at Forts Bragg, Riley, and Lewis and some other locations, AIR representatives queried key officers handling officer assignments. Our questions concerned ways in which assignments are made, whether it would be feasible and useful to use duty modules in describing officer positions in requisitioning and assignments, etc. Major organizations were the 1st Infantry Division (Mech), 9th Infantry Division, 82d Airborne Division, and also (at Fort Bragg) the John F. Kennedy Center for Military Assistance.* Pertinent highlights of the responses are summarized below. Also included are some comments from the Department of Military Science at Dickinson College, which are outside the organizational part of the survey but are added as relevant to officer assignments in a non-TOE activity.

2. General

a. All three divisions reported that they handed divisional officer assignments in largely similar ways, while there were some differences in the case of non-divisional, non-TOE units. The divisions all requisition officers against their authorizations and projected vacancies, by position (including branch, grade and MOS). Assuming the requisitions are validated, assignments to the division are made by DA (OPO,TAG), coded against the requisitions and in that way related to specific positions. Within the division, however, the incoming officers simply become division resources available for local assignment or reassignment. Local assignment decisions are within DA policies but sometimes regardless of the specific slots for which the requisitions nominally were made by the division and filled by DA. (Exceptions to such

*Note: The 1st and 9th division commanders are also the installation commanders of Fort Riley and Fort Lewis, respectively, with some divisional and installation staff functions combined. At Fort Bragg, however, the 82d Airborne Division has no installation functions, since the senior headquarters there is that of the XVIII Airborne Corps.

local flexibility include professional specialists in singular positions such as Division Chaplain and Division Surgeon, special handling of the few Colonels, and commander assignments at some point during their tours for certain Lieutenant Colonels designated by DA.) A division commander may even divert an officer from an authorized TOE position to an unauthorized, non-TOE position--for example, by augmenting his G3 section at the expense of a subordinate unit. The division's total officer composition as determined by DA remains unaffected, but the division commander has, and exercises, considerable flexibility in the allocation and use of his personnel resources within the division. To some extent this also applies at each lower echelon, as in the case of a battalion commander moving an officer from one position to another within his unit, but various policy restrictions may apply (for example, concerning periods in command, clearance of field grade officer moves with higher headquarters, special handling of technical specialists, etc.).

b. Most officers can expect to have at least two different position assignments while a member of one of these CONUS divisions or at least at the same post. This is because of the longer tours of duty at the same duty station under peacetime conditions, plus career development considerations and various other reasons for local assignment changes.

c. Within the division the duty assignment of an officer is based primarily on position requirements and priorities compared against the individual's qualifications. These qualifications include not only branch, MOS, rank, experience and schooling but also other qualitative aspects that can be gleaned from the individual's "track record" and whatever else is known about him. Also, here as well as at the DA level, consideration is given to career management aspects and the individual officer's interests and desires, the latter naturally being rather more applicable to career officers in grades of Captain and above as contrasted to the more routine initial assignments of second lieutenants.

d. In the future, local assignment leeway may be affected as OPMS considerations come increasingly into play for career officers. There possibly will be some increasing degree of centralized control of assignments at the DA level or the issuance of additional DA policy and procedural guidelines. However, OPMS apparently has not had much impact thus far on the way assignments have been made within the organizations surveyed.

3. Fort Bragg

a. 82nd Airborne Division. The Assistant G1 handling officer assignments commented about the officer duty module concept in effect as follows: *The officer duty module concept seems promising for some purposes. Duty modules could helpfully be used to supplement the MOS system, not replace it. The concept would appear to be more useful for assignments in non-divisional, non-standard (TD) units, systematic design of service school curriculums, etc. It really is not needed so much for assignments in standard-type, well-known positions in the 82nd's divisional units. There has been little need to exchange much supplemental job description information with OPO for requisitioning and assigning officers to fill most officer positions in the division, beyond using simply the standard TOE data plus dates. There is, on the other hand, considerable supplemental information exchange and consultation (mostly by telephone) between the division and OPO concerning field grade officers. Discussed are matters such as the quality of officers sought or nominated (commanders typically seek the best officers), opportunities for command, and how a command-designated officer (say a Lieutenant Colonel) would be used in an interim while awaiting a command assignment projected for the second half of his tour in the division. The duty module system would not help the division much in those matters. However, officers in the division might find the system helpful in regard to their next assignments when they leave the division.

b. John F. Kennedy Center for Military Assistance. Some supplemental surveys and interviews were conducted at the JFKCENMA, Fort Bragg. Here it was found that considerable supplemental information of the type provided by duty modules is exchanged between the Center and OPO in the requisitioning and assignment of officers - particularly regarding officer positions requiring specialized qualfiications. Examples are the positions of instructors in the Center's Civil Affairs School, each requiring specialized expertise, typically including an advanced degree and further specialization. Sometimes the Center has a hard time getting the right man for some of the specialized positions. However, the necessity for documenting special qualification requirements such

*Interview with Captain Reid, Assistant G1, by AIR representatives Sitterson and Wintersteen, 31 August 1973.

as advanced degrees, specialized experience, etc., would not be superseded by the duty module concept as now perceived. The JFKCENMA's Assistant G1 handling officer assignments expressed interest in the duty module concept and in seeing its potential explored but reserved judgment as to whether the system would be significantly helpful in the requisitioning and assignment of officers in the Center.*

4. Fort Riley, 1st Infantry Division (Mech). The Assistant G1 handling officer assignments commented about the officer duty module concept in effect as follows:** The officer duty module concept looks very promising. There has been little need to exchange much supplemental job description information with OPO for requisition and assigning officers to fill most officer positions in the division, but more for certain non-divisional officer positions on the post. The duty modules could be very useful in codifying pertinent job information and in making local assignments--not so much at the lower unit echelons, but to positions such as on the division staff, in the Division Support Command, or in the installation organization. Duty modules could be quite useful in counseling and discussing local assignment possibilities with officers, either on their arrival or when approaching local reassignment time. Similarly they could be useful to officers in obtaining and considering information about possible future PCS assignments. Also, several officers who took part in the duty module surveys within the division voluntarily expressed their interest in the duty modules as illuminating the positions they already have or helping to define better the functions of their subordinates.

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* Interview with Major Stevens, Assistant G1, JFKCENMA, by AIR representative Sitterson, 13 September 1973.

** Interviews with Captain Murphy, Assistant G1, by AIR representatives Sitterson and Wintersteen at Fort Riley on 10 and 14 September 1973, and telephone conference 18 September 1973.

5. Fort Lewis, 9th Infantry Division. The Assistant G1* having general staff supervision over officer assignments and Assistant AG** managing the operating staff element for personnel administration were generally in agreement as to the potential of the duty module concept in officer assignments. (G1 determines the assignments of officers in field grade, while AG handles Captains and below within prescribed policy.) They consider that the duty module concept has potential application in the following areas: improved definition of duties of officers in TOA and certain support-type TOE units; helpful in orientation of officers, especially junior officers; and some utility in the description of officer positions in requisitioning of officers. On the other hand, they do not envisage any signficiant advantages, under the duty module concept, in: assisting officers to select career specialties under OPMS; assisting supervisors in evaluating performance and managing work of subordinates; locally assigning officers to divisional units and staff elements; or eliminating need for some supplemental exchange of information and telephone or other consultations in the officer assignment process. They emphasized that the use of duty modules to describe positions would have to be contingent upon sufficient flexibility in the system to meet the numerous changes in priorities and tasks of any given position.

6. Department of Military Science, Dickinson College.***

a. The Professor of Military Science (PMS) in this fairly typical, small ROTC detachment expressed interest in the duty module concept as having particular relevance to such a non-TOE unit. He stated that it has been necessary to exchange a great deal of supplemental information with OPO in order to get the right officers assigned to the various Assistant PMS positions. Each of those positions includes not only instructor functions but also other functions such as Administrative Officer and Adjutant, Operations and Training

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* Interview with Major Wallenhorn, Assistant G1, 9th Inf. Div. by AIR representative Dal Ponte, 12 October 73.

** Interview with Captain Bresemeier, Pers. Mgmt. Officer, AG Section, 9th Inf Div by AIR representative Dal Ponte 11 October 1973.

***Interview with LTC Marcus, PMS, Dickinson College, Carlisle, Pennsylvania, by AIR representative Sitterson on 4 October 1973.

(S3 type duties), Supply Officer, and conducting Army ROTC Recruiting Program activities in a wide area. The duty module system could help considerably in providing modular supplemental information regarding each such position, provided the system allows the PMS to retain flexibility to change his internal organization and assignments as needed.

b. The PMS noted that the field survey appropriately will identify which modules are more important to a position or what approximate proportion of time each takes. However, he pointed out, these factors are not constant but subject to change with variations in missions, policies and priorities. Any useful duty module system will need to take that into account.

c. The PMS, noting that the experimental duty modules essentially address only the functional work activity requirements of each position, observed that also there is a need for a compatible way of stating and handling special qualifications for a position (such as, for an Assistant PMS, an advanced degree in a relevant field).

APPENDIX M

A GUIDE TO DUTY MODULE DESIGN

1. Purpose

The purpose of this appendix is to record guidelines for duty module development, based on the AIR experience in 1973. Since work in this field is continuing, details herein should be considered experimental and tentative, and subject to modification as warranted by future findings.

2. The Duty Module Form

a. Attached for reference is a sample duty module form (see Enclosure 1), in the survey format used by AIR in officer duty module surveys conducted in the latter half of 1973.

b. The basic duty module as developed by AIR consists of a number for use in coding and indexing, a heading in the form of a positive action statement beginning with a verb such as "directs" or "controls," and a list of individual task statements, each beginning with a verb. Beyond that, the format may vary according to purpose, e.g., whether the purpose is task inventory, performance evaluation, or collection of other information. The duty module survey form which is attached is in a format specifically designed by AIR for its 1973 surveys. It worked very well for its purposes, although requiring supplemental explanation and instructions for the persons being surveyed.

3. Conceptual Framework for Module Grouping, Lettering, and Numbering

The basic organization of the duty module effort requires some kind of logical and convenient ordering in a conceptual framework for the functional grouping of modules. To this end, the AIR project staff designed

a series of functional headings under which the various duty modules could be grouped. Under this system, each officer duty module is listed by a letter for the module group and a sequence number within the group, plus a prefix letter "O" for officer to distinguish from the enlisted duty module series. The system is open-ended, in that headings are left open for various functions not covered in the 1975 project and others can be added as needed.

4. General Problem of Specificity Versus Commonality in Content of Modules

Duty modules, in order to be useful and valid, must consider two basic criteria and attain a balance between them:

- First, to be valid, the duty modules for any given position must be accurate and sufficient in describing the essential, truly significant, continuing work activity requirements of the position.
- Second, to be modular and useful, duty modules should be standardized, so as to apply in common across a number and variety of different positions and occupational specialties insofar as those positions actually have task clusters in common.

The above criteria are somewhat in opposition and represent broad parameters for duty module design. As to the first point, it obviously would be possible to describe any and every position by writing enough detailed job descriptions. Thus, large numbers and varieties of accurately written descriptions of distinctive parts of those jobs could suffice to meet the accuracy and adequacy requirements of duty modules. But that would defeat the purposes of duty modules, which aim at reducing the numbers and varieties of job descriptions by identifying and codifying the common elements. Thus, the second criterion above must be considered. While

emphasizing commonality, however, duty modules must be much more specific and selective than a Military Occupational Specialty (MOS), if needed improvements over the present MOS system are to be realized. Duty modules must reflect, not sacrifice, the distinctive features of the significant continuing work activity requirements of a position.

From the foregoing, it is seen that a basic problem in the design of duty modules, assuming adequate and accurate information is available, is one of balance between specificity on one hand and generality and commonality on the other.

5. Types of Duty Modules: Generalized Versus Specialized

In the process of AIR's development of its experimental set of officer duty modules, it became apparent, as could be expected, that some common task clusters, i.e., duty modules, have a high frequency rate, running across a number and variety of occupational specialties, while others have much smaller applicability patterns and frequency rates.

Presumably any officer position can be characterized by a distinctive combination of duty modules, grade, branch, and MOS. Typically, duty modules for most positions, assuming several modules to be applicable, will be a combination of general and specialized modules. The general modules will represent tasks performed in common with many other officers throughout the Army, while the specialized modules may be peculiar to certain groups, to MOS, to a sub-group within the MOS, or even to the exact position. It is the specialized modules which make the modular combination or profile distinctive, which distinguish one officer's position from another similar but significantly different position.

Purely for illustrative purposes and ease of reference, let us arbitrarily categorize these different types of duty modules as follows, with examples cited from the AIR experimental set of officer duty modules tested in 1973:

	Module Examples
TYPE A (High occurrence and commonality throughout much of officer corps)	O-A-1 Performs unit administration O-A-2 Performs general administration O-E-1 Trains troops and/or civilian employees in units and activities
TYPE B (Common to a group, MOS, or sub-group. More specialized than Type A; more common than Type C)	O-A-4 Performs command or general management O-A-5 Supervises a staff section, detachment, or office
TYPE C (Highly specialized, low commonality)	O-C-4 Performs attaché-type intelligence functions O-D-3 Performs air support staff functions in a General Staff or other coordinating staff O-F-9 Performs staff and operating functions concerning property disposal O-U-4 Directs and controls Redeye-type air defense weapons

The foregoing ideas translate into further principles for work sequence in duty module design:

a. Develop first those modules (Type A) of high occurrence and commonality.

b. Refine tasks by testing against a number and variety of positions, eliminating non-essential differences and emphasizing the common core of task clusters.

c. Apply the refined modules to various positions under study, and then prepare the less common, less generalized modules--first Type B and then Type C--as necessary to complete the essentials for each position.

• In preparing Type B modules, identify and describe the remaining work activities which the position has in common with other positions that are substantially different but have some functions in common. For example, besides the highly common module O-A-2 (Type A), the module O-A-5 (Type B) applies to all of the General Staff section chiefs in a division staff (i.e., to the G1, G2, G3, G4, and G5).

• In preparing Type C modules, identify and describe the essentials of the specialized work activities which each position has remaining after applying its Type A and Type B modules. Here AIR has divided work activities down as far as necessary to distinguish between different functions and officer assignments, even in positions nominally similar in TOE. For example, a division G3 section includes several Asst G3 officers who are not further identified in TOE but who typically are given different primary functions, such as plans, operations, air support (G3 Air), organization, and training. Thus, although assignment practices in the field may vary, a different duty module needs to be developed for each such function. See modules O-D-1, O-D-2, O-D-3, O-E-2, and O-E-3.

6. Emphasis on Primary Duties

In the design and field-testing of officer duty modules in 1975, AIR has concentrated on the officer's primary duty assignment and, within it, those work activities of a significant and continuing nature. Officers surveyed were instructed to ignore minor local variations, miscellaneous minor common tasks such as physical training, and extra duties not integral to the position, such as serving as duty officer or voting officer. In general, it was found neither necessary nor desirable to try to cover such details, and excluding them was one major part of the effort to achieve the proper balance between commonality and specificity.

There are proper exceptions to the foregoing concentration on primary duty assignments. Such exceptions occur when a secondary assignment function applies to an officer on a continuing basis as compared to temporary special duties, and is important in terms of criticality and/or time consumed. For example, there are important unit supply officer duties as a secondary assignment for one lieutenant position in each company or battery. Thus, a duty module to cover this important and continuing work activity is required and has been prepared (O-F-1).

In seeking a proper balance between specificity and commonality in writing duty modules, AIR has used the following further tests for selection and wording of duty modules and tasks:

- Would the details or differences in wording affect personnel procurement, development, skill requirements, allocation, or individual assignments?
- Are such work details of a continuing nature so important in terms of criticality and/or time spent that their inclusion is necessary

for an accurate and reasonably adequate description of the position?

If the answers to the questions above are negative, then such details should be omitted in the interest of commonality, generality, and standardization. Of course, if the answers are affirmative, then the essential details must be included in the module drafting.

7. Time Coverage

In consonance with the emphasis on commonality and the elimination of non-essential details, it is not necessary for 100% of an individual's time to be covered by his duty modules. Usually, at least in garrison, there will be some time spent in activities that are not significant in personnel assignments. Therefore, AIR has proceeded on the tentative basis that 80-90% garrison time coverage would be indicative of satisfactory garrison coverage. Combat duty coverage, less susceptible to extraneous additional duties, should run a little higher.

8. Use of the Duty Module Form's Method of Application Columns in Relation to Module Construction and Frame of Reference

In the attached sample AIR duty module survey form, note the columns headed "direct," "supervise," "supervise and do," "do," and "assist." In this usage, as explained in instructions to the officers surveyed, "supervise" means supervise directly in relation to immediate subordinates with no intermediate individual or echelon, as in the case of an Infantry squad leader. "Direct" means one echelon or more above "supervise." In officer efficiency reports, for example, "supervise" would correspond generally to the relationship of the rating officer to a subordinate, while

"direct" would correspond generally to the relationship of the indorsing officer. These five terms are used to distinguish among the several ways in which a task statement might apply to an individual.

In the survey of an individual, one column is checked for each task, assuming it is applicable at all. This format sharpens the determination of the applicability of the task and avoids repetitively and needlessly using language within the body of the task statements which would permit the same variations but would not pin down the answer. Since these terms are used in this way in this format, they or their synonyms generally should not be used in the task statements proper, except conceivably if there is a highly unusual case where there is no valid alternative. However, these terms may be used in the module headings, although other terms generally are preferable.

The design of a duty module and the selection and wording of the included task statements should focus primarily on the "do" application and, secondarily, also on "supervise and do" and "assist." The other two applications also are relevant in task inventory surveys but are only tertiary considerations in the design of the module, as there may be other modules which focus more on the higher level "supervise" and "direct" positions and, in different language, fit the position better. With respect to a particular position, the module that fits best is selected as applying, and an overlapping one with more remote applicability is discarded. Thus, a battalion commander is best described by modules designed to fit his position, including a module common to commanders, rather than marking him down as "directing" or "supervising" in a large number of modules designed primarily for his subordinates and staff.

9. Miscellaneous Criteria for Design of Duty Modules and Task Statements

a. Each duty module should be a self-contained functional entity. It must not encompass, overlap, or depend on another duty module assigned to the same position.

b. A duty module should represent a distinctive, coherent, important part of the position. It may be important in terms either of criticality or proportion of time spent on it.

c. A duty module should represent an integral part of the position, usually of the primary duty assignment as discussed in section 5, above. Miscellaneous temporary additional duties and tasks not integral to the position should be excluded. However, an additional duty might warrant task coverage within a module or creation of a separate module if it is of a continuing nature and is important enough and meets the other criteria.

d. Duty module titles generally should be independent of geographic area titles or specific organizational designations so that they can be used wherever applicable. However, the wording of the module title, or parenthetical information, may indicate the general sphere of applicability (for example, "in a General Staff" or "in a combat arms unit"). In certain cases, e.g., "at departmental level," specificity and geographic limitation may be not only unavoidable but appropriate if the module truly is only found in one place and cannot validly be shaped to cover related positions at other places. In order to keep the module titles short while still providing helpful information, AIR developed an "annotated" list of the duty modules.

e. For positions at the same or comparable levels, different duty modules ideally should reflect approximately the same level of importance

and, similarly, each task statement ideally should be comparable in importance. For example, an activity should not be magnified into a separate module if it would not be comparable in importance to the other module(s) of the position and if it can be appropriately subsumed under another duty module of closely related tasks. In some cases, it may be unavoidable to use modules of quite different importance. This is a matter of judgment and continuing experimental refinement, rather than of exactitude.

f. Not all the tasks in a duty module have to fit completely and precisely every individual to whom the duty module applies. The module and its included tasks should be designed so as to fit the positions generally and reasonably, but it may be unnecessary to create a whole new module for a position just because one or two task statements do not fit. The majority of the task statements must fit the position, with particular attention to the more important aspects of it.

g. One man's task conceivably may be another man's duty module, depending on the criteria and how important the activity is to the whole position. For example, the command and general management module O-A-4 lists many tasks common to a battalion commander, including the planning of future operations, while such planning would be the main function and therefore a module (O-D-2) of his S3 or an Assistant G3 plans officer. Similarly, in a troop unit an officer's task may be an enlisted man's module.

h. Task statements should conform to the following official definition:

"A task is a specific [unambiguous] action taken by an individual in performing his duty. A task has identifiable starting and ending points and results in a measurable product."*

i. A task statement should be brief, simple, and clear. It should begin with an action verb and have an object, with such further descriptors and qualifiers as are essential. In AIR usage, the action verb is written in the interrogatory form of the third person singular, without the "s" (e.g., "prepare correspondence," "conduct briefings," etc.).

j. Task statements can include more than one action if the actions are very closely related and positively stated together, but ambiguous combinations such as "and/or" should be avoided.

k. Identical tasks can appear in more than one duty module, and frequently will. For example, staff officers with different duty modules are likely to perform certain tasks, such as establishing working files, which are common to most staff officers. Generally, the same wording should be used for identical tasks in different modules.

l. Overlapping modules applicable to the same individual are a problem when it comes to allocating times between modules in field surveys. While some overlap may be unavoidable, effort should be made to construct the duty modules and word the tasks in such a way as to eliminate overlap or at least reduce it to a minimum. (Note: Pre-tests disclosed excessive overlap in some of the earlier draft duty modules. In every case, it was found possible to eliminate most of the overlap through modification of the modules concerned, while still preserving the essentials in each case.)

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*CONARC Reg. 350-100-1.

m. User/operator maintenance will be assumed to be in the same module as operation of the equipment, such operation and maintenance being inseparable functions performed by the same individual. However, organizational and higher echelon repair and maintenance are separate functions from user use and operation, and require separate modules.

10. Steps in the Use of Source Materials and Refinement of Modules

The basic initial source materials used by AIR for the drafting of duty modules are detailed job analysis schedules from samples of the positions to be covered. Job content modules can be prepared from the job data gathered in the field unit coverage, and can then be refined into duty modules through field surveys.

Going beyond the detailed job analysis schedules on hand, it is necessary also to take into account a great deal of other information about Army organization and officer functions. As a prime example, beyond detailed job data on what a few battalion S3s and Assistant S3s do in garrison, it is essential also to know what they are supposed to do in combat. Further, because the job descriptions available to AIR, although essential, were limited in sample size, it was necessary for AIR to visualize and take into account other organizations and positions in which similar duty modules would apply. That way the modules could be divided logically and composed properly in terms of commonality as well as adequacy in individual applications. This required extensive research into TOEs, TDAs, Army doctrinal publications such as FM101-5, and previous research reports of actual organization and assignment practices in the field. AIR not only accomplished such research, but also drew upon the experience and knowledge of the several highly qualified retired officers

and consultants on the AIR project team. Thus, it was possible to foresee and treat many matters that could not have been dealt with purely on the basis of the available job survey data alone. Any future effort to develop further duty modules for the Army will need similar pertinent research and knowledge in the process of drafting the modules.

Finally, no matter how well they are drafted, the job content modules need to be appropriately field-tested and refined accordingly, as was done by AIR in this project. Upon such refinement, and upon meeting the pertinent tests and criteria, the modules can be adopted as true duty modules for practical use. Even after adoption and publication, however, there must be flexibility and provision for further refinement and updating when warranted, as for any other Army system, tool, or technique.

AIR Duty Module Survey Form **SAMPLE** Identification No 9H-19

Date 12 June 1973 (As filled in by a Deputy Division G3)

DUTY MODULE 9-A-2 Performs general administration	Direct	Supervise	Do and Supervise	Do	Assist
a. Prepare administrative SOPs and instructions.			X		
b. Monitor security of classified documents.			X		
c. Prepare and review administrative correspondence, memoranda, and reports.			X		
d. Establish and operate a distribution system for messages, correspondence, and documents.		X			
e. Screen incoming correspondence and route for action or information.				X	
f. Establish and operate suspense system.			X		
g. Authenticate orders and official correspondence.		X			
h. Establish and post files of records and regulations.		X			
i. Review, interpret and apply directives and information.				X	
j. Schedule appointments, conferences, and other such activities.				X	
k. Provide for reproduction and duplication services.		X			

1. DO MODULE AND TASKS APPLY TO YOUR POSITION?

	(1) Little or no application to tasks	(2) Some of tasks	(3) Most of tasks	(4) All tasks
a. In actual or simulated combat operations and support?				X
b. In garrison and other than a?				X

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

	(1) 0-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?		X				
b. In garrison and other than a?		X				

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
A. In actual or simulated combat operations and support?			X	
b. In garrison and other than a?				X

(Enclosure 1)

APPENDIX N

RELATIONSHIP OF OFFICER DUTY MODULES TO UNIT CAPABILITIES

An analysis of the relationship of officer duty modules to the capabilities of units in the organizational components of the officer duty module field surveys was a contract requirement. This appendix discusses the subject in general, and then focuses on certain selected units for the purpose of more detailed analysis.

Definition of Capabilities and Categories in This Study

For any given military unit there are design capabilities, which are those capabilities which it is designed to have, given its authorized personnel and equipment and proper training, and its actual capabilities, which are largely synonymous with unit "readiness." In this study, the capabilities of TOE units are further identified within two broad categories--"basic mission capabilities" and "supporting and ancillary capabilities," as explained below.[a]

Basic mission capabilities.--This term is used herein to categorize those main capabilities that a TOE unit must have in order to carry out its TOE mission in combat. Both the basic mission of a unit and its basic mission capabilities are explicitly stated in the unit's TOE, and also are reflected in other DA publications such as field manuals. These are also the main "design capabilities," in that the unit is structured with its organization and equipment to have these capabilities. When a

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[a]Table of Organization and Equipment.

unit is organized under a specified TOE, it is to be manned, equipped, and trained to fulfill these capabilities. A reduced manning or equipment level may be directed, but only with acceptance of a corresponding lower readiness level.

Supporting and ancillary capabilities.--This is the term used to categorize the lesser included capabilities and also other important ancillary capabilities which a unit may have beyond its "basic mission capabilities." The capabilities in this category may or may not be stated in TOE, but in this project have mostly been derived and worded on the basis of study of the TOE details and doctrinal sources. DA field manuals and publications of the Infantry and Quartermaster Schools were useful in defining supporting and ancillary capabilities. Examples are capabilities for training, administration, communications, food service, and unit supply. Another example in the case of an Infantry rifle company might be "supporting fires" (i.e., "provide base of fire" or "provide organic supporting fires"), if applicable and not already listed in the TOE under basic mission capabilities. The TOEs, depending on which series and when published, vary some in format as to what types and details of capabilities are stated. The important thing for this study is not so much the exact wording or the distinction between the two categories in borderline cases but, rather, the significant capabilities that are identified and reasonably described for the purposes of comparison and correlation with officer duty modules.

How the Army Measures Unit Capabilities

Unit Readiness Reporting System

In considering how officer duty modules relate to unit capabilities, it is pertinent to review briefly how Army unit capabilities are measured in the readiness reporting system. The Department of the Army long ago recognized the need for a uniform management information system for determining and reporting the readiness of its units to perform the basic mission capabilities for which they are designed.[b] Such a system has been developed and refined over a period of years, in coordination with readiness reporting requirements of the Joint Chiefs of Staff.

The Army and JCS readiness reporting systems use four "readiness condition" levels (REDCON), varying from REDCON 1 (fully ready; i.e., fully capable of performing full TOE mission), down to REDCON 4 (not ready; i.e., not capable of performing TOE mission).[c]

In order that REDCON may be measured uniformly, measurement factors in the area of personnel, logistics, and training, as further described below, have been designated by DA as specific readiness indicators. The standardized, quantified reporting factors are supplemented by an overall narrative summary by the unit commander, and the entire report is reviewed by higher authorities in the chain of command. Critical deficiencies in any one of the three main readiness areas lower correspondingly

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[b] This concerns standardized TOE units primarily, but also certain designated non-standard TDA (Table of Distribution and Allowance) units.

[c] Army Regulation 220-1, Field Organizations: Unit Readiness, dated 15 September 1971.

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the overall REDCON rating of a unit; i.e., the lowest common denominator prevails.

The personnel area includes numbers and types of personnel compared against TOE/TDA by grade and MOS, skill levels of personnel, and other relevant factors such as special qualification requirements, other quality indicators, and turnover rates.

Logistics factors in unit readiness reporting include equipment on hand versus TOE/TDA authorization, its condition, which is partly a matter of age, hours on motors, miles remaining on tires, etc., but also depends heavily on maintenance, and related matters such as basic supplies of ammunition, petroleum supplies, and spare parts.

Training factors in the unit readiness reporting system primarily concern the unit's overall training status. That also encompasses the training status of sub-elements and certain aspects of individual training. As a standard indicator, overall training status is uniformly quantified in terms of how many weeks of further training are required to achieve full unit readiness (REDCON 1), assuming no significant deficiencies in personnel or equipment. Measurable ingredients include what stage of its training program the unit is in and the results of tests and inspections such as Army Training Tests (ATT), Operational Readiness Tests (ORT), Operational Readiness Evaluations (ORE), and Technical Proficiency Inspections (TPI). Consideration also is given to other pertinent factors such as performance in field exercises, marksmanship qualifications, parachutist qualification jumps, and special operational checks.

Other Unit Capability Factors and Measurement

There are some other significant aspects of unit capabilities beyond those explicitly covered in the unit readiness reporting system, which only addresses capabilities in terms of readiness for the unit's basic mission in combat. These remaining aspects relate more or less to the category of "supporting and ancillary capabilities," as previously defined. A unit's actual capabilities also are affected by such factors as the discipline and morale of its personnel. Administration and other aspects of the overall status of a unit are inspected and evaluated in an annual general inspection. Throughout the year, various aspects of a unit's status and performance are also covered by a spectrum of other inspections and reports for management information purposes. Many of these matters have a bearing on unit capabilities beyond the details in unit readiness reporting.

General Relationship of Duty Modules to Unit Capabilities

In Perspective

It follows, from the foregoing, that the work activities of unit officer and enlisted personnel which can be expressed in terms of duty modules must inherently relate in critical ways to unit capabilities and readiness. Duty modules clearly relate to major parts of the personnel factor in unit capabilities--both in (a) design capabilities, in describing work activity requirements for purposes of personnel resource planning, development, organization, and allocation; and (b) actual capabilities in terms of actual personnel assignments and work activities. In

turn, duty modules similarly relate to the training factor, especially in actual unit capabilities, both in respect to planning and conducting training and in describing other work activities both for training purposes and for use in measuring individual proficiency and performance. Moreover, duty modules even relate to the logistical factor of actual unit capabilities and readiness, insofar as they describe work activities affecting the maintenance and condition of unit and individual equipment, as well as related administration and supply matters. Finally, duty modules can be used to describe individual work activity in overall unit management and supervision and in the various aspects of supporting and ancillary aspects of unit capabilities.

In summary, it is clear in concept that vital aspects of unit capabilities can be related to duty modules. By the same token, the factors treated by the duty modules within a unit, even though vital, are only a part of the whole unit capabilities/readiness picture--which is also affected critically by other matters, especially equipment and supplies.

Field Survey Efforts and Other Sources

In a related contract project for the Department of the Army (ARI), AIR in the late summer and fall of 1973 conducted a series of field tests on the relationship between the scores of Infantry rifle platoons in Army Training Tests (ATT) and the proficiency of the platoons' personnel, both officer and enlisted, in their respective duty modules.[d] The report

[d]This field work was conducted in the 9th Infantry Division at Fort Lewis, Washington, using 15 platoons which successively were undergoing regularly scheduled ATT (without live firing) under battalion direction.

on that project,[c] which is being prepared concurrently with this report, will speak for itself, but the results are relevant to this analysis. Suffice it to say here that those tests did show a strong correlation between individual duty module proficiency and the unit performance of each platoon in its ATT. To the extent that performance is a demonstration of capability, correlation can be seen between the platoon members' individual duty modules (mostly enlisted) and some of the more important platoon capabilities. It was also deemed feasible to draw item-by-item relationships between ATT events and individual duty modules and tasks therein. However, the ATTs were limited to non-firing versions of certain platoon combat operations, with little evaluation of "supporting and ancillary capabilities." The AIR survey dealt primarily with enlisted duty modules. There were only two officer duty modules involved: O-U-1 (Directs and controls tactical employment of unit--which is the platoon leader's main function in combat), and O-X-1 (Participates individually and directly in combat). That survey, while highly productive in its purposes, was only a beginning treatment of the relationship of officer duty modules and unit capabilities.

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[c]American Institutes for Research, A Taxonomic Base for Future Management Information and Decision Systems: Validation of Duty Modules in a Field-Test Environment Using Infantry Rifle Platoons. Report based on duty module analyses conducted at Fort Lewis, Washington, during the periods 21 August to 6 September and 9-18 October 1973. DA Contract DAHC-19-71-C-0004. (Draft report dated November 1973. Finalization for submission to U.S. Army Institute for the Behavioral and Social Sciences was in process, December 1973.)

Specific Relationship of Officer Duty Modules to Capabilities of Particular Units

Matrices for Selected Units

It has been seen in the foregoing discussion that the duty modules of the individual personnel of a unit, officer as well as enlisted, have a vital relationship to the capabilities of a unit, both in design capabilities and in actual capabilities and readiness. Now focusing on officers, a remaining step is to identify the specific unit capabilities of some representative units and the specific relationship between these capabilities and the duty modules of the units' officers.

To this end, and to illustrate the module-capability relationship, three representative units have been selected from those included in the organizational part of the officer duty module field surveys conducted by AIR in the second half of 1975. These three units and their basic combat missions are as follows:

- Infantry Battalion Headquarters and Headquarters Co. (TOE 7-16H). Mission: To provide command, control, and supervision of the operations of the Infantry battalion.[f]

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[f]Note that the Infantry Battalion Headquarters and Headquarters Co. is not by itself an operating unit like the two companies listed, but must have subordinate elements assigned or attached in order to engage the enemy. The mission of the Infantry Battalion as a whole, including its rifle companies and a combat support company, as well as headquarters and headquarters company, is "To close with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by fire, close combat and counterattack."

- Infantry Rifle Co. (Abn) (TOE 7-37H). Mission: To close with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by fire, close combat and counterattack.

- QM Airdrop Equipment Repair and Supply Co. (TOE 10-4176). Mission: To establish and operate a depot for supply, direct and general support maintenance, and reclamation of airdrop equipment.

For each of these units a matrix has been prepared and is attached, listing on one axis the unit capabilities and on the other the duty modules of the units' officers. Each matrix is then marked to show which modules relate to the capabilities listed.

The duty modules are those in the experimental set tested by AIR in the field, before any subsequent revision. The "basic mission capabilities," as previously defined, are based on official statements in the TOEs and official doctrinal publications, and the "supporting and ancillary" capabilities were derived by AIR from those sources plus further detailed study of each unit.

The three attached matrices are representative and illustrative. The ones for the Infantry units also would suffice with only minor variations for counterpart Infantry airborne and mechanized units by simply adding or subtracting the airborne capability as applicable. Following the same principles, matrices could be prepared for any or all other units in the field survey, or any other units for which the necessary officer duty modules and capability data are available.

It is seen in the matrices that in each unit each officer duty module relates to at least one unit capability, sometimes more; and each unit capability relates to at least one officer duty module, sometimes more. Both patterns are logically to be expected because (a) every unit activity or capability ultimately has a unit officer responsible for it, either in doing, supervising, directing, or assisting; and (b) every unit officer's work activity of the kind reflected in duty modules inherently would have to make some contribution to unit capabilities and performance. In this regard, it is pointed out that officer activities that would not contribute to unit capabilities, such as individual physical conditioning, self-improvement, and miscellaneous temporary additional duties, were intentionally excluded for duty module coverage at the outset.

"Training" is in a special category, as seen on the matrix. There are two officer duty modules concerned with training (O-E-1 and O-E-2). Each company has certain capabilities to conduct its own training, while the Infantry battalion headquarters also has further capabilities to plan, coordinate, and supervise battalion and subordinate unit training and arrange support for it. These two kinds of capabilities for training are seen as related to duty modules O-E-1 and O-E-2, respectively. In turn, training affects many other unit capabilities. Therefore, the training modules have a wide application, shown by "T" instead of "X," because of the special nature of the relationship, e.g., training for combat as distinguished from performance in combat.

One limitation needs to be pointed out, and that is that such a matrix does not treat officer leadership and unit morale. Leadership, to some extent, is reflected in work activities in task statements of

some of the duty modules. However, leadership is more than a work activity or tasks in a duty module, but involves intangible and qualitative aspects which pervade many duty modules and can affect unit morale and performance across the whole spectrum of unit capabilities. In this connection, it should be noted that the AIR survey in connection with the platoon ATTs at Fort Lewis did treat officer leadership qualities in addition to duty module proficiency as bearing on prediction of platoon performance.

Conclusion

The attached matrices illustrate that it is feasible to relate officers' duty modules specifically and directly to the unit capabilities of their units, with the understanding that other factors also bear on those capabilities. Similar matrices can be developed for any units for which the necessary data are available. It would appear that matrices such as those attached might be helpful in organizational planning, force development, and personnel resource planning and development. Such a system would seem especially useful in connection with the development of new type units (such as, for example, Spartan ABM units) and the identification, development, and assignment of personnel for such units. Even if such a system of duty module and matrices were not completely implemented and formalized, the analytical process of systematically relating personnel tasks, as portrayed by duty modules, to design unit capabilities would seem not only useful but essential for efficient modern force development and resource management.

Subject to the limitations pointed out and the other factors which have been mentioned, officer duty modules and matrices such as those illustrated could be useful as important elements contributing to assessment of unit capabilities and readiness and to prediction of unit performance.

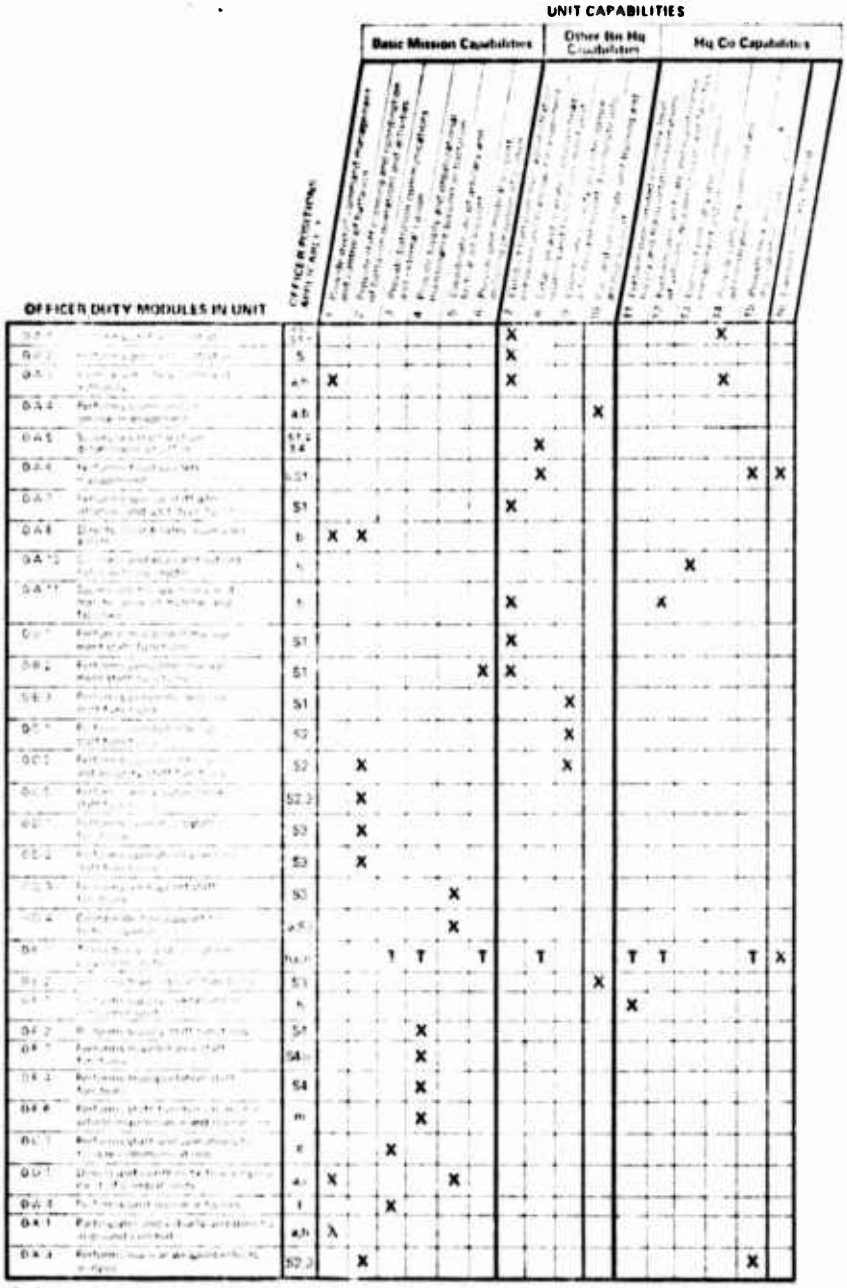
3 Attachments (Matrices: Comparison of Officer Duty Modules and Unit Capabilities in _____)

Annex 1 - Inf Bn Hq & Hq Co

Annex 2 - Inf Rifle Co

Annex 3 - QM Airdrop Equipment Repair and Supply Co

COMPARISON OF OFFICER DUTY MODULES AND UNIT CAPABILITIES IN AN INFANTRY BATTALION HEADQUARTERS AND HQ COMPANY



COMPARISON OF OFFICER DUTY MODULES AND UNIT CAPABILITIES IN AN INFANTRY RIFLE COMPANY (AIRBORNE)

OFFICER DUTY MODULES IN UNIT		OFFICER POSITIONS APPLICABLE**	UNIT CAPABILITIES: Basic Mission Capabilities* 1	2	3	4	5	6	7	Supporting and Ancillary Capabilities 8	9	10	11	12	13	14	15	16	17
0 A 1	Personnel and administration	a,b																X	X	
0 A 5	Equipment maintenance	a																	X	
0 A 10	Coordinate and supervise the employment of troops with unit equipment	a,b, c,d																X		
0 A 11	Supervise the operation and maintenance of unit and organizational equipment and facilities	a,b, c,d															X			
0 E 1	Train unit personnel for employment in unit operations	a,b, c,d	T	T	T	T	T	T	T	T	T	T	T	T		T				X
0 F 1	Perform supply operations of company unit	a,c													X					
0 O 1	Direct and control the employment of unit	a,c	X	X	X	X	X	X	X	X	X	X	X	X						
0 O 2	Direct and coordinate the movement of troops	a,d								X										
0 O 6	Direct and control fire, movement, and tactical air support	a,d								X		X								
0 A 1	Participate in planning and direction of unit operations	a,b, c,d	X	X	X	X		X	X											
0 A 2	Participate in unit training	a,b, c,d						X												

* Capabilities 1-5 are usually exercised when the unit is operating as part of a larger force which provides support.

** Officer Positions applicable: a - Co Cdr, b - Exec O, c - Rifle Platoon Ldr, d - Weapons Platoon Ldr, e - Supply Officer (additional duty for one LT).

X - Module is directly applicable to exercise of the capability indicated.

T - Module is applicable to training for the capability indicated.

Annex 2 to Appendix N

COMPARISON OF OFFICER DUTY MODULES* AND UNIT CAPABILITIES IN O. M. AIRDROP EQUIPMENT REPAIR AND SUPPLY COMPANY

OFFICER DUTY MODULES IN UNIT	OFFICER POSITIONS APPLICABLE**	UNIT CAPABILITIES: Basic Mission Capabilities				UNIT CAPABILITIES: Supporting and Ancillary Capabilities			
OA 1	a,b					X			
OA 3	a					X			
OA 10	a,b,c						X		
[illegible]	a,b,c						X		
OE 1	a,b, c,e	T	T	T	T				X
OE 1	b,c					X			
Other 1	a,c,e	X	X	X					
Other 1	a,c,e	X	X	X	X				
[illegible]	a,c,e	X	X	X					
[illegible]	a,b, c,e				X				

* Applies to [illegible]

** Officer positions are [illegible]
a. Section Chief [illegible]

X = Module is [illegible]

T = Module is available [illegible]

Annex 3 to Appendix N